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# Greater Vancouver

## May 9-12, 2007





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Dear LINK Participants,

It is my privilege to welcome you to the 11th annual LINK program. The purpose of LINK is to provide you with an up-close, personal learning experience and on-site exposure to the successes and challenges experienced in other metropolitan regions. Additionally, the annual trip facilitates peer-to-peer networking among and between our regional leaders and leaders in other urban regions.

Why the Greater Vancouver region? The natural surroundings, the economic opportunities and the quality of life in the area have drawn a steady stream of people into the region. In the 1970s, the Greater Vancouver area had a population of less than 1 million people. Over 2 million people currently live in the region and future projections suggest that there will be 2.7 million by 2021.

Vancouver has been recognized internationally as one of the 25 most livable cities in the world. The William M. Mercer quality of life survey named Greater Vancouver in the top three of the most livable areas for the past four years and The Economist recently did the same. Maintaining this quality of life will be a significant challenge, particularly in the face of population growth, changing social demographics, industry dynamics, demands for housing and economic opportunities.

The 2007 LINK program will explore how the Vancouver region is addressing these challenges and preparing for its future. This includes the development and implementation of a 100-year plan, the recommended restructuring of the region's transportation authority and an overview of the City of Vancouver's sustainability plan that has been developed to maintain its status as a world-class city.

ARC staff hopes that the 2007 LINK trip will provide you with fresh ideas and insights into addressing the issues and opportunities of the Atlanta region. Thank you for your continued support of this program and a very special thank you to the sponsors who have helped make this trip possible.

Sincerely,

Tony Landers  
Director, Community Services  
Atlanta Regional Commission





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# Program

**Wednesday, May 9, 2007**

8:30 a.m.	<b>Depart Hartsfield Jackson International Airport via AirTran Chartered Jet</b>
10:50 a.m.	<b>Arrive at Vancouver International Airport</b>
11 a.m. – noon	<b>Customs</b>
Noon	<b>Load bus to depart for Grouse Mountain</b>
1 p.m.	<b>Arrive at Grouse Mountain</b>
1 p.m. – 1:15 p.m.	<b>Gondola Rides to top of Grouse Mountain</b>
1:15 p.m. – 1:20 p.m.	<b>Welcome and Orientation to the Program</b>
1:20 p.m. – 1:30 p.m.	<b>Lunch is served</b>
1:30 p.m. – 2:30 p.m.	<b>Working Lunch: Setting the Stage – Comparing and Contrasting Canada and the United States</b> <i>Michael Byers, UBC Liu Institute for Global Issues</i>
2:30 p.m. – 2:40 p.m.	<b>Break</b>
2:40 p.m. – 3:40 p.m.	<b>Healthcare in Canada</b> <i>Craig Knight, B.C. Ministry of Health</i>
3:40 p.m.	<b>Gondola rides to base of mountain</b>
4:10 p.m.	<b>Load bus, depart for Fairmont Hotel Vancouver</b>
5:15 p.m.	<b>Arrive at Fairmont Hotel Vancouver</b> <i>900 Georgia Street West, Vancouver, BC, Canada V6C2W6</i>
5:15 p.m. – 5:45 p.m.	<b>Express Check-In</b>
6:15 p.m.	<b>Depart for Seasons in the Park Restaurant</b>
7 p.m.	<b>Arrive at Seasons in the Park Restaurant</b> <i>Queen Elizabeth Park, West 33rd Ave. and Main St., Vancouver, B.C. Canada</i>
7 p.m. – 7:45 p.m.	<b>Reception</b>
7:45 p.m. – 8 p.m.	<b>Welcome from Deputy Mayor Elizabeth Ball</b>
8 p.m. – 8:45 p.m.	<b>Dinner</b>





8:45 p.m. **Depart for Fairmont Hotel Vancouver**

9:30 p.m. **Arrive at Fairmont Hotel Vancouver**

## Thursday, May 10

7 a.m. – 7:50 a.m. **Breakfast**  
*Rooftop*

7:50 a.m. – 8 a.m. **Orientation to day**  
*Saturna Island Room*

8 a.m. – 9:20 a.m. **Profile of the Greater Vancouver Region**  
*Gordon Price, Simon Fraser University, The City Program.*

9:20 a.m. – 9:30 a.m. **Break**

9:30 a.m. – 11:15 a.m. **The Shape of the City of Vancouver – Urban Planning and Management**  
*Larry Beasley, Former City Planning Director*

11:20 a.m. **Load bus for Monk McQueens**

11:30 a.m. **Depart for Monk McQueens**

12 p.m. **Arrive at Monk McQueens**  
*601 Stamps Landing, Vancouver BC V5Z 3Z1*

12 p.m. – 1 p.m. **Lunch**

1 p.m.- 2:15 p.m. **Business in Vancouver**  
*Darcy Rezac, Managing Director, Vancouver Board of Trade*

2:15 p.m. **Wrap up and adjourn**

2:20 p.m. **Load Bus for Hotel**

2:30 p.m. **Depart for Fairmont Hotel Vancouver**

3 p.m. **Arrive at Fairmont Hotel Vancouver**

4:30 p.m. **Load Bus for Optional Walking Tour Drop-Off**  
*Granville Island  
Downtown  
Waterfront  
Gastown*

5 p.m. – 6:30 p.m. **Optional Walking Tours**



## Friday, May 11 2007

7:00a.m. – 7:50 a.m.	<b>Breakfast</b> <i>Rooftop</i>
7:50 a.m. – 8 a.m.	<b>Orientation to the day</b> <i>Saturna Island Room</i>
8 a.m. – 9:30 a.m.	<b>Greater Vancouver, the Past, Present and Very Distant Future</b> <i>Johnny Carline, Director, Greater Vancouver Regional District</i> <i>Ken Cameron, CEO, Provincial Homeowners Protection Agency</i> <i>Darrell Mussatto, Mayor of the City of North Vancouver</i>
9:30 a.m. – 9:45 a.m.	<b>Break</b>
9:45 a.m. – 11:15 a.m.	<b>The State of Transportation in the Greater Vancouver Region</b> <i>Pat Jacobsen, Chief Executive Officer, Translink</i>
11:20 a.m.	<b>Load Bus for Cecil Green Park House</b>
11:30 a.m.	<b>Depart for Cecil Green Park House</b>
12:15 p.m.	<b>Arrive at Cecil Green Park House</b> <i>6251 Cecil Green Park Road, Vancouver, B.C. V6T 1Z1</i>
12:15 p.m. – 1:15 p.m.	<b>Lunch</b>
1:15 p.m. – 2:30 p.m.	<b>Exploring Governance Alternatives</b> <i>Derek Corrigan, Mayor of Burnaby</i> <i>Jock Finlayson, Executive Vice President - Policy, BC Business Council</i> <i>David Chudnovsky, MLA, Opposition Critic for Transportation</i>
2:30 p.m. – 2:45 p.m.	<b>Discussion and Question &amp; Answer</b>
2:45 p.m. – 2:50 p.m.	<b>Explanation of Closing exercise</b>
2:50 p.m. – 3:10 p.m.	<b>Group work</b>
3:10 p.m. – 3:50 p.m.	<b>Closing exercise</b>
3:50 p.m.	<b>Load buses</b>
4 p.m.	<b>Depart for Fairmont Hotel Vancouver</b>
4:45 p.m.	<b>Arrive at Fairmont Hotel Vancouver</b>
6 p.m. – 7 p.m.	<b>Reception</b> <i>Rooftop</i>
7 p.m.	<b>Dinner</b>



## Saturday, May 12

- 5 a.m. – 5:45 a.m. **Continental Breakfast**  
*Rooftop*
- 5:45 a.m. **Load Buses**
- 6 a.m. **Depart for Vancouver Airport**
- 6:30 a.m. **Arrive at YVR**
- 8:30 a.m. **Depart for Atlanta**

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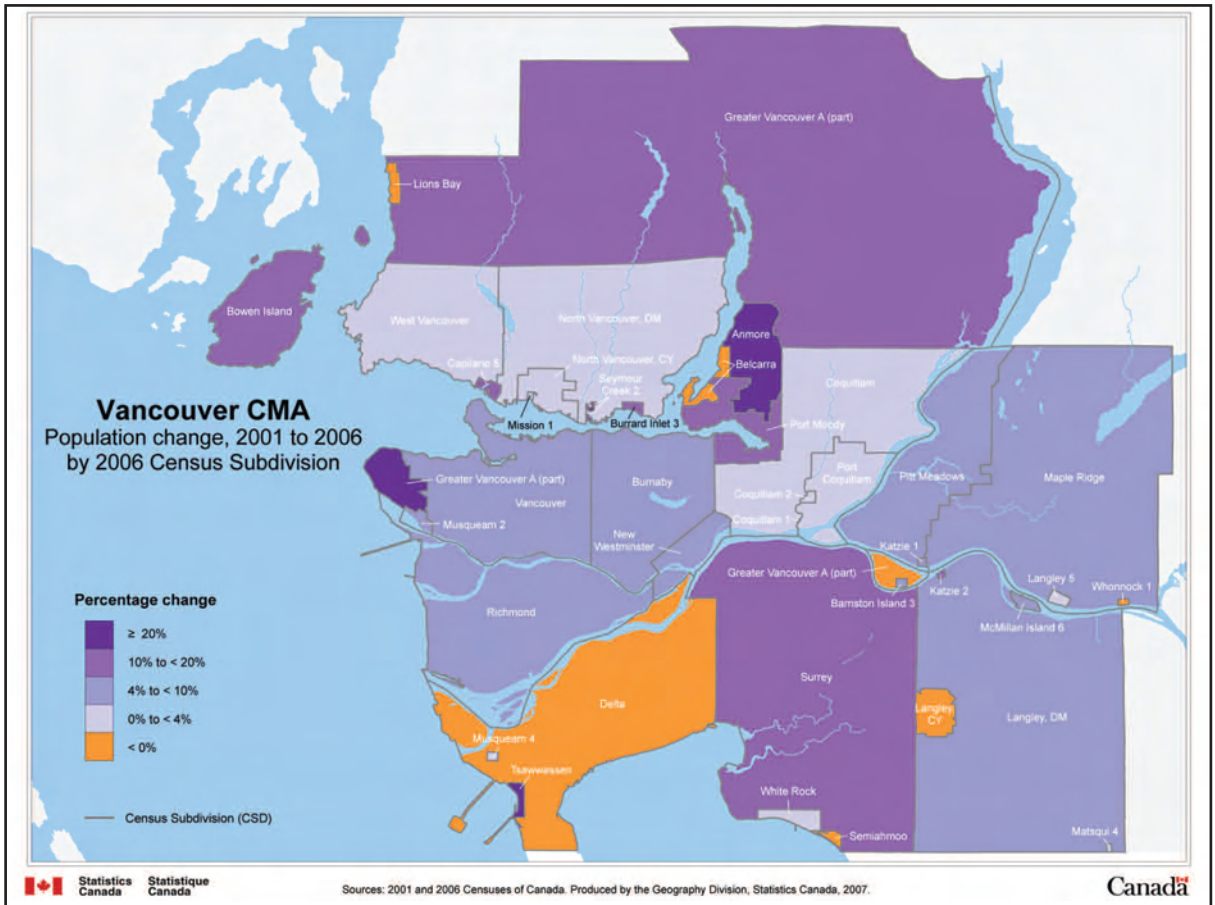
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## About the Greater Vancouver Region

The Greater Vancouver region consists of 21 municipalities, one electoral area and 10 Indian Reserves, with the City of Vancouver as the cultural and economic hub. The region covers 700 square miles and is responsible for about 57percent of the Province of British Columbia's GDP.

The City of Vancouver has a population of 578,041, while its metropolitan region, the Greater Vancouver Regional District, has a population of 2.1 million (2006 estimate). Greater Vancouver is the largest metropolitan area in western Canada and the third

largest in the country. It has an ethnically diverse population: more than half of its residents have a first language other than English.

Both the City and the region are growing rapidly, with 21% population growth over the past decade, or about 1.6% annually. The metropolitan population is projected to reach 2.6 million by 2020. Approximately 28% of land within the region is developed, and approximately half of this developed land is residential. But, this is changing as the region becomes more developed accommodating more people, housing and infrastructure.

The region is at once densifying and sprawling. While downtown Vancouver is heralded for its densification



Jurisdiction	2006 Population	2001 Population	% Change
Anmore	1,785	1,344	32.8
Belcarra	676	682	-0.9
Bowen Island	3,362	2,957	13.7
Burnaby	202,799	193,954	4.6
Coquitlam	114,565	112,890	1.5
Delta	96,723	96,950	-0.2
Greater Vancouver A	11,050	8,034	37.5
Langley City	23,606	23,643	-0.2
Langley Township	93,726	86,896	7.9
Lions Bay	1,328	1,379	-3.7
Maple Ridge	68,949	63,169	9.2
New Westminster	58,549	54,656	7.1
North Vancouver City	45,165	44,092	2.4
North Vancouver District	82,562	82,310	0.3
Pitt Meadows	15,623	14,670	6.5
Port Coquitlam	52,687	51,257	2.8
Port Moody	27,512	23,816	15.5
Richmond	174,461	164,345	6.2
Surrey	394,976	347,820	13.6
Vancouver	578,041	545,671	5.9
West Vancouver	42,131	41,421	1.7
White Rock	18,755	18,250	2.8
Indian Reserves	7,550	6,759	1.17
<b>Greater Vancouver Regional District</b>	<b>2,116,581</b>	<b>1,986,965</b>	<b>6.5</b>
<b>British Columbia</b>	<b>4,113,487</b>	<b>3,907,738</b>	<b>5.3</b>
<b>Canada</b>	<b>31,612,897</b>	<b>30,007,094</b>	<b>5.4</b>

Source: Canada, 2006 Statistics





## Shaping the City of Vancouver

City plans in the late 1950s and 1960s deliberately encouraged the development of high-rise residential towers in Vancouver's West End of downtown, resulting in a compact urban core amenable to public transit, cycling, and pedestrian traffic. Vancouver's population density on the downtown peninsula is 49 people per acre. The city continues to pursue policies intended to increase density as an alternative to sprawl, such as Mayor Sam Sullivan's EcoDensity — an initiative to create quality and high density areas in the city, while making property ownership more economical. The plan also calls for the increased construction of community centers, parks, and cultural facilities.

successes that have earned it nicknames from the 'vertical miracle' to 'Hongcouver', only 16% of growth over the past decade has been accommodated in the City of Vancouver. The large majority of growth has been absorbed by cities and towns outside the center, putting pressure on farmland, forests, and fragile mountain slopes from the tops of which drinking water flows.

Accompanying this population growth are economic and social challenges and changes.

- Real estate development provides an endless hum of activity. In early 2006 alone, home prices in the City of Vancouver rose 21.7%, pushing average home prices above \$500,000;
- Vancouver is cultivating its niche as a world class city through significant new infrastructure and cultural investments. Two such investments that stand out are a \$3 Billion 'Gateway' project to build new roads, bridges, and public transit infrastructure, and hosting the 2010 Winter Olympic and Paralympic Games;
- Maintaining transportation options for an increasingly crowded region and protecting green space and farmland from runaway development.

Vancouver has been called a "city of neighborhoods," each with a distinct character and ethnic mix. People of British origin were historically the largest ethnic group in the city, and elements of British society and culture are highly visible in some areas, particularly South Granville and Kerrisdale. The Chinese are by far the largest visible ethnic group in the city, and Vancouver has one of the most diverse Chinese-speaking communities, with several Chinese languages being represented. There are also many monocultural neighborhoods, such as the Punjabi Market, Little Italy, Greektown, and Japantown.

Many immigrants from Hong Kong made Vancouver their home in anticipation of the transfer of that former colony's sovereignty from the United Kingdom to China.





This continued a tradition of immigration from around the world that had already established Vancouver as the second most popular destination for immigrants in Canada (after Toronto). Other significant Asian ethnic groups in Vancouver are South Asians (mostly Punjabis, usually referred to as Indo-Canadians), Vietnamese, Filipino, Korean, Cambodian, and Japanese.

There is also a sizable aboriginal community in Vancouver as well as in the surrounding metropolitan region, with the result that Vancouver constitutes the largest native community in the province of British Columbia.

While not completely free of racial tension, Vancouver has relatively harmonious race relations. One result is a relatively high rate of intermarriage; mixed ethnicity couples are unremarkable in any neighborhood.

## Growth Management

Vancouver's unique geography provides a natural opportunity to exercise sustainable development principles. The surrounding mountains, ocean and rivers both stimulate public demand for environmentally sound development and limit the opportunities for irresponsible growth in the region.

Indeed, the Vancouver region is widely recognized as a jurisdiction with highly progressive growth management plans and policies. One of the main and most consistent motivations behind this admirable planning work has been the continuing desire to stem "sprawl" and thereby preserve the region's ecological features, reduce car use and the associated air pollution, and maintain a high quality of life. Few other large metropolitan areas in North America can claim to have such a comprehensive and enduring planning vision.

From 1986 to 2001, the population of greater Vancouver's compact communities surged, rising from 46 to 62 percent of the total. Its population in car-dependent neighborhoods, meanwhile, actually shrank. During the period, the population living at pedestrian-oriented densities in greater Vancouver increased from

6 percent to 11 percent of all metropolitan residents, while the share living at transit-oriented densities increased from 40 to 51 percent. About three-fourths of the growth in compact neighborhoods occurred as new residents moved into neighborhoods that were already compact.

Planning and the management of growth in the Vancouver metropolitan area involves a host of institutions at all levels of government operating on a variety of geographical scales. At the local level are the municipalities that have control over the zoning, urban design and local infrastructure decisions that determine the fine grain of urban development. At a broader level, the federal and provincial governments are cooperating on the Georgia Basin Ecosystem Initiative, which promotes public awareness and "action plans" on sustainable communities.

### *The Greater Vancouver Regional District (GVRD)*

The regional planning agency in Vancouver, GVRD has 21 municipalities and encompasses almost the entire Census Metropolitan Area. The board of governors is indirectly elected from member municipalities and the municipalities are billed for services provided by the regional government, such as water treatment and waste management. The GVRD uses a consensus model whereby the region only assumes functions when consensus is reached among municipalities that this is a good idea.

The principal function of the Greater Vancouver Regional District is to administer resources and services which are common across the metropolitan area. These include community planning, water, sewage, drainage, housing, transportation, air quality, and parks. For example, GVRD Regional Parks oversees the development and maintenance of nineteen regional parks, as well as various nature reserves and greenways. (The regional parks are distinct from municipal parks in that they are typically



more “wild” and represent unique geographical zones within the region, such as bogs and mature rainforests.)

Although, the GVRD’s water system covers more than 6.73 square miles, all the water for the district comes from three sources: the Capilano reservoir, the Seymour reservoir and the Coquitlam reservoir. The GVRD controls with Cleveland Dam on the Capilano reservoir, which supplies 40 percent of the district’s water.

The Greater Vancouver Regional District also oversees TransLink, which administers public transportation and major bridges and highways throughout the region. TransLink also runs the AirCare program, which primarily aims to improve air quality by reducing harmful emissions from automobiles through standard testing. In the period 1992 to 2002, this program is credited with reducing emissions in the urban area by thirty-five percent.

## Transportation

Municipal bylaws and geography have protected Vancouver from the spread of urban freeways, and the only major freeway within city limits is Highway 1, which passes through the eastern edge of the city. All other limited-access routes entering the city (Highway 99, Knight Street, Grant McConachie Way), cease being freeways before they enter Vancouver’s city limits.

The reason for the lack of freeways in Vancouver is primarily due to the protests of concerned citizens as the city was being developed. During the late 1950s

proposals were made by the City to put a freeway through the heart of Chinatown. The Chinese community joined together with white supporters to prevent the freeway from being built and by 1971 Chinatown was declared a historical area. The only sections built were the Dunsmuir and Georgia viaducts.

As the city is surrounded by water on three sides, it has several bridges to the north and south. Although similar to most other cities in that it is, generally, in thrall to the automobile, it does have alternatives, such as the longest automated light rail system in the world and an extensive network of bike routes.

### Bus service

Open and enclosed British Columbia Electric streetcars operate throughout most the region under a private subsidiary known as Coast Mountain Bus Company.

Unlike other North American cities which are in the process of phasing out trolleybus service, Vancouver is actively maintaining and upgrading its fleet. Vancouver and Edmonton are the only Canadian cities that operate a trolleybus system. With recent purchases of 188 new buses, the trolley network will serve the downtown core with fully wheelchair accessible and bike friendly zero-emission buses. Certain diesel commuter buses which travel to the suburbs have bicycle racks, wheelchair lifts, and comfortable high back Greyhound-style seats.

### Vancouver SkyTrain

The SkyTrain is an Advanced Rapid Transit system operating fully-automated trains on two lines. Built for the Expo 86 World’s Fair, it has since become the world’s longest automated light rapid transit system utilizing the world’s longest transit-only bridge, the SkyBridge. The Expo and Millennium Lines link downtown to the suburbs of Burnaby, New Westminster, and Surrey.





A third rapid transit line connecting Vancouver to Richmond and the airport, the Canada Line, is under construction, with completion planned for the 2010 Winter Olympics. In addition, the Evergreen Line, an at-grade light rail transit to Coquitlam and Port Moody, is scheduled to be completed by the end of 2011.

The city is also planning the first phase of a downtown streetcar from Granville Island around False Creek to Waterfront Station. Currently, the Vancouver Downtown Historic Railway is running in the summer months as a demonstration.

The transit service area covers 4.6 square miles. Service is provided seven days a week, 18-20 hours per day, on most routes. Major bus routes operate every 10 minutes or better in peak periods, with some as often as every 4 to 6 minutes.

## West Coast Express

The West Coast Express, a commuter rail train serves Port Moody, Coquitlam, Port Coquitlam, Pitt Meadows, Maple Ridge, and Mission. These services have an integrated ticketing system, making public transport inexpensive and efficient.

## SeaBus

A pedestrian and bicycle ferry service known as SeaBus, crosses the Burrard Inlet to the City of North Vancouver.

## Cycling

Vancouver is served by a network of 100 miles of on- and off-road bicycle routes. Most of these routes are bikeways, streets that have extensive traffic calming measures such as traffic circles, and signal control to facilitate crossing of major roads. Neighborhoods are encouraged to plant and care for the circles and boulevards and add public art along bike routes. Since 2004, the City has been adding more bicycle lanes on roads in the densely populated downtown core, signaling its desire to encourage greater commuter use of bicycles. The biggest deterrents remain heavy traffic, bicycle routes that suddenly end, and poor bridge crossings. In particular, the busy Burrard Bridge, where pedestrians and cyclists share a narrow sidewalk, is considered a bottleneck between the Kitsilano neighborhood and downtown.

The Central Valley Greenway, a 14.7 miles green bicycle corridor, is expected to be completed in Spring 2007.





## Air Transportation

Located in the city of Richmond, Vancouver International Airport (YVR) is the principal international airport in western Canada and is the second busiest in the nation. As the premier gateway to Asia, it hosts many airlines' regional offices and their flights daily to Asia, Europe, and the United States. Vancouver is the closest air-link to Asia, the fastest North American airport (with daily flights) to the Republic of Korea's Incheon International Airport. Vancouver is also served by the Abbotsford International Airport, fast becoming a reliever to YVR and convenient for the eastern suburbs and transborder United States. Operating from Vancouver Harbour Water Aerodrome on the Downtown waterfront, several float-plane operators support both tourist scenic flights and practical transportation between Vancouver and the capital city of Victoria, with extensive operations during daylight hours.

## TransLink

TransLink, officially known as the Greater Vancouver Transportation Authority, is a transportation organization that services transportation needs of the Greater Vancouver Regional District (GVRD) in British Columbia, Canada.

TransLink was created in 1998 by the Government of British Columbia to replace BC Transit in the GVRD, and take over many of the transportation responsibilities that previously were responsibilities of the provincial government. TransLink is involved with transportation planning, administration of service contracts with subsidiary companies and contractors, the management of capital projects, financial management and planning, public affairs and supporting business functions.

TransLink's Security and Law Enforcement provides security and enforcement for Coast Mountain Bus, SeaBus, SkyTrain, and West Coast Express.

The actual delivery of public transit services takes place through subsidiary companies and contractors while the maintenance and improvement of the Major Road Network is done in partnership with the municipalities.



## Economy

Vancouver's economy has traditionally relied on British Columbia's resource sectors: forestry, mining, fishing and agriculture. The region was first settled in the 1860s as a result of immigration caused by the Fraser Canyon Gold Rush, and developed rapidly from a small lumber mill town into a metropolitan centre following the arrival of the transcontinental railway in 1887. The Port of Vancouver became internationally significant after the completion of the Panama Canal, which reduced freight rates in the 1920s and made it viable to ship export-bound prairie grain west through Vancouver.

The port has since become the busiest seaport in Canada, and exports more cargo than any other port in North America. However, the economy of Vancouver has diversified over time. Vancouver has a growing tourism industry, for example, and has become the third-largest film production centre in North America, after Los Angeles and New York City, earning it the nickname Hollywood North.

The economy of Vancouver is one of the most vibrant in Canada due to the city's location as the gateway to the Pacific Rim. It is also a major port and the main western terminus of transcontinental highway and rail routes. Major economic sectors include, trade, film, natural resources, technology and tourism.



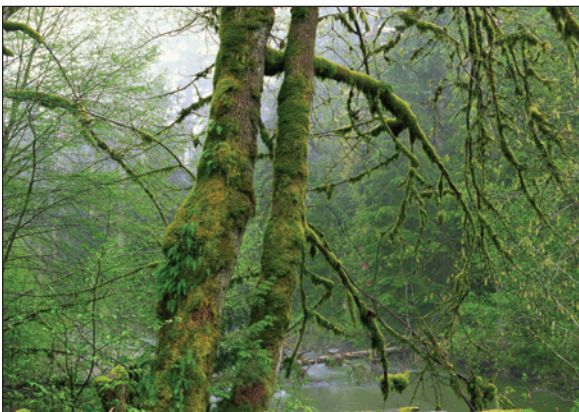
## Film

The term “Hollywood North” has been applied to Vancouver. It hosts the production of approximately ten percent of Hollywood’s movies. Many U.S. television series and films are shot exclusively in Vancouver. This is due to multiple factors, including the favorable Canadian dollar exchange rate and being in the same time zone as Los Angeles. There are numerous “looks” that can make Vancouver seem like many different locations around the world without necessitating changing location.

## Natural Resources

As a major center for the global forestry industry, Vancouver is host to many international forestry conferences and events. It is the natural home of the massive BC forestry business. Companies such as Canfor and West Fraser Timber Co., the second and third largest lumber producers in the world, are headquartered in Vancouver.

Vancouver is also a major center for the mining industry, with the former Vancouver Stock Exchange (now absorbed into the TSX Venture Exchange) notable as the largest market in the world for venture capital in small to medium-sized mining ventures. The highly speculative Vancouver market is often criticized as risky and scam-ridden, and exposés of financial shenanigans continue to appear regularly in the local press.



## Technology

Because of its local universities and reputation for having a very high standard of living, Vancouver has a growing high-technology sector – including software development. The city has developed a particularly large cluster of video game developers, the largest of which, Electronic Arts, employs over one thousand people. Additionally, Vancouver is emerging as a world leader in fuel cell technology, accounting for 70 percent of Canadians employed in the industry.

## Banking and Finance

The headquarters for Hong Kong Shanghai Banking Corporation (HSBC) Canada is located in the Financial District in downtown, as are large west-coast branches of all the major Canadian banks, such as Royal Bank Gateway (RBC), ScotiaBank, Toronto Dominion (TD) Canada Trust/TD Waterhouse, and Canadian Imperial Bank of Commerce (CIBC).

## Governance

### Federal

There are several fundamental differences between the United States and Canadian constitutions. Whereas the United States Constitution is based on life, liberty and the pursuit of happiness, the Canadian Constitution is based upon peace, order and good governance. Similarly, while the US Constitution awards significant powers to the States, in an effort to preserve the continued strength of the Federal government, property and civil rights are listed as some of the limited powers of the provincial government.

The British North America Acts had assigned property and civil rights to the provinces at a time when responsibility for these rights involved little more than regulating civil law. However, once the federal government lost its reserve power, new areas of government activity such as labor laws, pensions, and social insurance



became the responsibility of the provinces, as regulators of civil rights, rather than of the federal government. Standards of social service soon varied widely from province to province. Many disputes between the two levels of government revolve around conflicting interpretations of the meaning of these two powers.

In order to reduce these differences, national programs in fields of provincial jurisdiction, such as health care, have gradually been negotiated between the federal government and the provinces, and are coordinated by the federal government, which largely finances them through transfers to the provinces. Provinces retain the option of raising their own taxes to pay part of these programs. Provinces may also withdraw from these programs; Alberta has considered leaving the national health care program.

Similarly, while the federal government has exclusive jurisdiction over criminal law and procedure, the provinces have jurisdiction over the administration of justice, including criminal matters and penal matters regarding any laws made within provincial jurisdiction. Thus Canada has a single Criminal Code but many provincial laws that can result in incarceration or penalty. The courts have recognized that the provinces and the federal government have the right to create corporations; only the federal government has the right to incorporate banks, though provinces may incorporate credit unions which offer similar services as the federally chartered banks.

Like the United States, Canada also has a two chamber legislature including, The Senate and the House of Commons.

The Canadian Senate is an unelected body that unlike the elected US Senate does not generally have a record of representing provincial interests. Seats in this Senate are allocated based on the relative equality of regions rather than individual provinces. The Senate also acts as a body of review. Canadian Senators tend to adopt a longer term view regarding legislation and have generally been more progressive in many ways than their elected counterpart the House of Commons. This is said to be because Canadian Senators have a term of

office that ends only upon reaching the age of 75, or by their removal according to the Constitution of Canada.

In Canada however, there is a separation between the Head of State (The Queen of Canada represented by her Governor General at the Federal level and Lieutenant-Governors at the provincial) and the Head of Government (Prime Minister at the federal level and Premiers at the provincial). While in the U.S., the president and each governor is both head of government and head of state simultaneously.

Provincial premiers are also comparable to the Canadian prime minister, as are Lieutenant-Governors to the Governor General of Canada. However, an additional difference between the American Executive offices and the Canadian is that the President of the United States of America is a separate office from those of the state governors. In Canada the executive authority in the right of Canada, as well as in the right of each province is vested in the monarch simultaneously. There is only one shared monarch, represented by the Governor General and Lieutenant-Governors respectively.

There are four political parties with seats in the Canadian House of Commons:

1. The Liberal Party of Canada which held power from 1993 until 2006;
2. The Conservative Party of Canada which won a minority government in 2006;
3. The Bloc Québécois which is an exclusively regional Quebec party;
4. The New Democratic Party which is similar to a European social-democratic party, with some 'green' elements, including strong affiliations with Canadian trade unions, the peace movement and ecology activists.

Canada is a federation which consists of ten provinces that, with three territories, make up the world's second largest country in total area. The major difference between a Canadian province and a territory is that a





province receives relatively greater power and authority directly from the Crown, via the Constitution Act (1867) whereas territories derive their mandates from the federal government.

The current provinces are Alberta, British Columbia, Manitoba, New Brunswick, Newfoundland and Labrador, Nova Scotia, Ontario, Prince Edward Island, Quebec, and Saskatchewan. The three territories are Northwest Territories, Nunavut, and Yukon.

## **Provincial and Municipal**

The level of urbanization appears to serve as the barometer for provincial attitudes towards municipal institutions. In provinces with lower percentages of urban inhabitants, local governments are allowed to go their own way and generally provide their citizens with a minimum level of services, particularly in the most rural areas. However, in provinces where towns and cities have grown rapidly, the demand for services (and for money to pay for them) has led to increased provincial involvement and caused upheavals in local government systems.

As growing urban centers have played a more important role in the life of the nation, municipalities felt increasingly fettered by the unilateral control of the provinces. By the time of the 1996 census, for example, approximately 23 metropolitan areas had a larger population than the province of Prince Edward Island; four of Canada's largest metropolitan areas each had more citizens than any of the four Atlantic Provinces; and 78% of Canadians lived in urban areas. Of all the provinces, only Ontario, Quebec and British Columbia had populations exceeding those of Montreal and Toronto. At the same time, none of the municipalities, whether large or small, can exercise any real fiscal or legislative autonomy.

Although in the recent past, provincial governments have increasingly exerted their control over municipal activities, the provinces have consistently resisted any direct and formal federal involvement with their subordinate level of government, even though the federal

government – through joint federal-provincial programs – has been putting up money for services ultimately delivered by the municipalities. Provinces have particularly opposed the establishment of any federal department or agency with a mandate to deal specifically and directly with municipal governments. Apart from the grants that the federal government pays directly to municipalities in lieu of property taxes, federal funds are channeled to municipalities almost entirely through federal-provincial agreements.

Because of the broad range of federal activities that impinge on local areas, however, the provinces have not been able to prevent at least ad hoc contact between federal departments and the municipalities. Historically, such linkages have followed informal and functional lines. For example, federal transportation specialists deal directly with municipalities about bridges over level crossings of railroads and roadways. It is also important to note that local governments are subject to various federal actions that can affect municipal options and significantly alter the physical and social fabric of urban centers. One example of this might be the impact of federal immigration policy on larger cities, such as Toronto, Montreal or Vancouver. A second example might be the impact that federal cuts to social programs, such as Employment Insurance, may have on homelessness and poverty. The federal government can also exert some control over municipal activities by means of the conditions it attaches to grants to the provinces.

Insofar as municipalities are concerned, recent social and economic developments have made a major argument for changing either government structures or the Constitution.

Because local governments are legally subordinate to provincial governments, the only sources of authority and revenue available to municipalities are those that are specifically granted by provincial legislation.

The scope of provincial control over municipalities is largely unregulated, and municipal responsibilities can be altered by votes of the provincial legislature. Although some cities have a separate legislative provision establishing





their jurisdiction, most municipalities get their powers from a provincial municipal Act that applies to all local entities within a province. The provinces can alter municipalities' boundaries or powers, as well as their financial resources, and can abolish individual municipalities. Most municipal borrowing requires provincial approval by a provincially appointed board. At the same time, municipal activities result from the delegation of provincial responsibilities in the areas of local works, education, justice, hospitals and taxation.

Up to now, municipalities have been allowed sole occupancy of the field of real property taxation, but, apart from convention, there is no constitutional prohibition against entry to this field of taxation by either the federal or the provincial governments.

Furthermore, the regressive and restrictive nature of the property tax means that municipal revenues do not necessarily keep pace with economic growth or inflation as do income taxes or even sales taxes. Property taxes include levies both for general municipal purposes and also for schools.

Provincial grants – the other source of municipal revenues – are given with strings attached in the form of conditions that govern how the money will be spent. These grants are made not only to further certain municipal objectives but can include money earmarked for schools and social services. The conditions on provincial money mean that municipalities are limited in their ability to spend their grants for locally determined purposes but must make choices that meet provincial policy goals.

This situation has become increasingly difficult for municipalities because they are restricted in their ability to run a deficit budget and must obtain provincial approval before undertaking long-term budgeting. If provincial priorities or federal funding suddenly change, a municipality has very little room to maneuver between its existing financial obligations and the need to provide new services or to maintain existing services with reduced funds.

For many years, municipalities have complained about the restrictions on their decision-making, local autonomy, and revenue, and have tried to find alternatives.





## 2006 Census Summary Vancouver

Characteristics	Vancouver City (Census subdivision) Total	Vancouver CMA (Census subdivision)	British Columbia (Province) Total	Canada Total
Population in 2006	578,041	2,116,581	4,113,487	31,612,897
Population in 2001	545,671	1,986,965	3,907,738	30,007,094
2001 to 2006 absolute change	32,370	129,616	205,749	1,605,803
2001 to 2006 population change (%)	5.9	6.5	5.3	5.4
Total private dwellings	273,804	870,992	1,788,474	13,576,855
Private dwellings occupied by usual residents	253,212	817,033	1,642,715	12,435,520
Population density per square kilometre	5,039	735.6	4.4	3.5
Land area (square km)	114.	22,877.4	924,815.4	9,017,698.9

## 2001 Census Vancouver Profile Age and Language



	Vancouver - City (Census Subdivision)			Vancouver - CMA			British Columbia (Province)			Canada		
	TOTAL	MALE	FEMALE	TOTAL	MALE	FEMALE	TOTAL	MALE	FEMALE	TOTAL	MALE	FEMALE
Population in 2001	545,671			1,986,965			3,907,738			30,007,094		
Population in 1996	514,008			1,831,665			3,724,500			28,846,761		
1996 to 2001 population change (%)	6.2			8.5			4.9			4		
Total private dwellings	248,981			786,277			1,643,969			12,548,588		
Population density per square kilometre	4758.7			690.3			4.2			3.3		
Land area (square km)	114.7			2,878.5			926,492.5			901,211.2		
Total - All persons	545,670	267,705	277,965	1,986,965	972,730	1,014,235	3,907,740	1,919,100	1,988,635	30,007,095	14,706,850	15,300,245
Age 0-4	23,690	11,990	11,700	104,815	53,855	50,960	205,650	105,370	100,285	1,696,285	868,075	828,205
Age 5-14	48,670	25,155	23,510	240,580	123,600	116,985	500,415	256,560	243,855	4,029,255	2,062,915	1,966,340
Age 15-19	28,890	14,735	14,155	131,175	67,605	63,575	270,275	139,195	131,085	2,053,325	1,052,150	1,001,180
Age 20-24	41,280	19,890	21,390	135,795	67,475	68,320	244,065	121,945	122,120	1,955,810	982,280	973,530
Age 25-44	204,770	102,285	102,480	646,930	316,135	330,795	1,174,775	573,415	601,365	9,096,560	4,483,480	4,613,080
Age 45-54	81,275	40,425	40,850	304,780	150,430	154,345	599,705	297,030	302,680	4,419,290	2,184,520	2,234,770
Age 55-64	46,765	23,055	23,710	180,405	89,350	91,050	379,750	188,910	190,840	2,868,015	1,410,770	1,457,240
Age 65-74	37,025	17,895	19,130	129,400	61,545	67,855	286,710	139,535	147,175	2,142,835	1,005,610	1,137,225
Age 75-84	23,940	9,455	14,485	84,365	33,745	50,620	186,345	77,325	109,020	1,329,805	531,465	798,345
Age 85 and over	9,370	2,820	6,555	28,720	8,990	19,735	60,030	19,815	40,220	415,910	125,580	290,325
Median age of the population	37.2	36.7	37.8	37.4	36.7	38.1	38.4	37.8	39	37.6	36.8	38.4
% of the population ages 15 and over	86.7	86.1	87.3	82.6	81.8	83.4	81.9	81.1	82.7	80.9	80.1	81.7
Total - Population 15 years and over	473,310	230,555	242,755	1,641,570	795,270	846,295	3,201,665	1,557,170	1,644,495	24,281,555	11,775,855	12,505,700
Single	202,230	107,805	94,430	556,185	297,655	258,530	1,011,280	547,390	463,890	8,139,330	4,347,350	3,791,980
Married	194,380	96,905	97,470	822,390	410,225	412,165	1,626,225	812,310	813,920	12,011,675	6,008,450	6,003,225
Separated	13,750	6,095	7,655	50,115	21,550	28,570	109,970	48,650	61,320	733,870	326,725	407,145
Divorced	36,075	15,160	20,915	119,970	49,390	70,580	260,270	111,815	148,450	1,854,770	809,180	1,045,590
Widowed	26,875	4,580	22,290	92,905	16,450	76,455	193,920	37,000	156,920	1,541,910	284,150	1,257,755
Total - All persons	539,630	265,675	273,960	1,967,475	965,600	1,001,875	3,868,875	1,904,080	1,964,795	29,639,030	14,564,275	15,074,760
English only	261,370	133,765	127,605	1,184,495	591,090	593,405	2,825,780	1,403,230	1,422,545	17,352,320	8,571,425	8,780,885
French only	8,850	4,680	4,180	24,750	12,080	12,665	54,405	27,340	27,060	6,703,330	3,269,880	3,433,450
Both English and French	1,185	560	620	3,430	1,695	1,730	6,785	3,360	3,425	112,580	54,115	58,460
Other languages	268,225	126,665	141,555	754,800	360,735	394,070	981,910	470,145	511,765	5,470,815	2,668,855	2,801,955

Source: Census of Canada, 2001 ; ARC (processing)



## 2001 Census Vancouver Profile Income

	Vancouver - City	Vancouver - CMA	British Columbia (Province)	Canada
Median family income; 2000 (\$) - All census families	\$51,268	\$57,926	\$54,840	\$55,016
Median family income; 2000 (\$) - Couple families	\$56,931	\$63,146	\$60,278	\$60,345
Median family income; 2000 (\$) - Lone-parent families	\$30,814	\$33,482	\$30,070	\$30,791
Total - All private households	236,095	758,715	1,534,335	11,562,975
Households containing a couple (married or common-law) with children	46,300	219,345	423,455	3,530,180
Households containing a couple (married or common-law) without children	52,645	192,285	437,915	3,237,620
One-person households	91,305	212,055	418,135	2,976,875
Other household types	45,845	135,020	254,825	1,818,300
Median household income; 2000 (\$) - All households	\$42,026	\$49,940	\$46,802	\$46,752
Median household income; 2000 (\$) - One-person households	\$25,341	\$26,769	\$23,703	\$21,931
Median household income; 2000 (\$) - Two-or-more-persons households	\$56,285	\$62,168	\$57,773	\$57,250

Source: Census of Canada, 2001; ARC (processing)

## 2001 Census Vancouver Profile Housing

	Vancouver - City Total	Vancouver - CMA Total	British Columbia Total	Canada Total
Number of rented dwellings	132,755	295,745	512,365	3,907,170
Average gross monthly payments for rented dwellings (\$)	\$796	\$814	\$751	\$648
Number of owner-occupied dwellings	103,340	459,570	989,325	7,417,525
Average monthly payments for owner-occupied dwellings (\$)	\$1,011	\$1,057	\$904	\$835
Total number of dwellings	236,100	758,710	1,534,335	11,562,975
Number of dwellings constructed before 1991	190,665	586,430	1,195,570	9,855,855
Number of dwellings constructed between 1991 and 2001	45,435	172,280	338,765	1,707,120
Average value of dwelling (\$)	\$358,374	\$294,847	\$230,645	\$162,709

Source: Census of Canada, 2001; ARC (processing)

## 2001 Census Vancouver Profile Race and Ethnicity



	Vancouver - City			Vancouver - CMA			British Columbia (Province)			Canada		
	TOTAL	MALE	FEMALE	TOTAL	MALE	FEMALE	TOTAL	MALE	FEMALE	TOTAL	MALE	FEMALE
Total population 1 year and over	534,435	263,025	271,410	1,946,960	954,805	992,160	3,830,075	1,884,010	1,946,060	29,314,755	14,398,280	14,916,470
Lived at the same address 1 year ago	430,110	210,535	219,580	1,629,945	796,870	832,070	3,202,155	1,573,055	1,629,105	25,123,490	12,321,755	12,801,735
Lived within the same province/territory 1 year ago; but changed address	79,110	39,885	39,225	253,135	125,705	127,430	524,880	259,945	264,940	3,612,010	1,784,905	1,827,105
Lived in a different province/territory or country 1 year ago	25,210	12,605	12,610	64,880	32,225	32,660	103,040	51,015	52,025	579,255	291,625	287,630
Total population 5 years and over	515,755	253,570	262,185	1,861,975	911,270	950,705	3,661,945	1,798,105	1,863,840	27,932,585	13,689,465	14,243,120
Lived at the same address 5 years ago	249,135	120,715	128,420	970,840	472,460	498,380	1,967,860	966,245	1,001,610	16,222,260	7,942,660	8,279,600
Lived within the same province/territory 5 years ago; but changed address	184,405	92,790	91,615	656,230	324,460	331,775	1,344,700	661,695	683,005	9,828,695	4,809,395	5,019,305
Lived in a different province/territory or country 5 years ago	82,210	40,060	42,150	234,905	114,355	120,550	349,385	170,165	179,220	1,881,630	937,415	944,220
Total - All persons	539,625	265,675	273,960	1,967,475	965,600	1,001,875	3,868,875	1,904,080	1,964,790	29,639,035	14,564,275	15,074,755
Canadian-born population	279,510	143,065	136,445	1,199,760	599,600	600,160	2,821,870	1,405,005	1,416,865	23,991,910	11,841,705	12,150,200
Foreign-born population	247,635	116,805	130,835	738,555	352,270	386,285	1,009,815	481,620	528,200	5,448,480	2,622,615	2,825,870
Immigrated before 1991	141,395	67,365	74,025	413,740	198,950	214,790	639,200	307,225	331,975	3,617,800	1,749,205	1,868,595
Immigrated between 1991 and 2001	106,245	49,440	56,805	324,815	153,320	171,495	370,615	174,395	196,215	1,830,680	873,400	957,275
Non-permanent residents	12,480	5,800	6,680	29,165	13,735	15,430	37,185	17,455	19,735	198,640	99,955	98,685
Aboriginal identity population	10,440	5,260	5,185	36,855	17,540	19,315	170,025	83,220	86,805	976,305	476,700	499,605
Non-Aboriginal population	529,185	260,415	268,770	1,930,620	948,065	982,555	3,698,850	1,820,860	1,877,985	28,662,725	14,087,570	14,575,150
Visible minority population	264,495	126,315	138,185	725,655	350,515	375,140	836,445	404,425	432,020	3,983,845	1,945,510	2,038,340
Chinese	161,110	77,255	83,860	342,665	165,680	176,985	365,490	176,765	188,720	1,029,395	499,385	530,010
South Asian	30,655	15,255	15,400	164,365	81,975	82,385	210,295	105,040	105,255	917,075	465,470	451,600
Black	4,780	2,715	2,070	18,405	9,720	8,685	25,465	13,525	11,940	662,215	316,065	346,145
Filipino	22,085	9,080	13,005	57,025	23,960	33,070	64,005	26,385	37,625	308,575	130,995	177,580
Latin American	6,490	3,135	3,355	18,715	9,035	9,680	23,885	11,550	12,335	216,980	105,735	111,245
Southeast Asian	14,670	7,180	7,490	28,460	13,760	14,700	34,970	16,855	18,115	198,880	98,295	100,585
Arab	1,465	910	555	5,905	3,325	2,585	6,605	3,805	2,805	194,685	105,945	88,730
West Asian	3,160	1,815	1,345	21,435	11,135	10,295	22,380	11,665	10,720	109,285	57,880	51,410
Korean	6,130	2,715	3,425	28,850	13,775	15,070	31,265	15,255	16,705	100,660	48,500	52,160
Japanese	8,280	3,320	4,960	24,025	10,380	13,650	32,730	14,400	18,330	73,315	33,315	40,000
Visible minority, n.i.e	1,115	620	495	3,320	1,675	1,640	4,195	2,150	2,040	98,915	47,270	51,650
Multiple visible minorities	4,550	2,315	2,235	12,490	6,100	6,390	14,465	7,040	7,425	73,875	36,655	37,220
All others	275,130	139,360	135,775	1,241,820	615,085	626,735	3,032,430	1,499,655	1,532,775	25,655,185	12,618,765	13,036,420

Source: Census of Canada, 2001; ARC (processing)





## 2001 Census Vancouver Profile Place of Work Mode

	Vancouver - City			Vancouver - CMA			British Columbia (Province)			Canada		
	TOTAL	MALE	FEMALE	TOTAL	MALE	FEMALE	TOTAL	MALE	FEMALE	TOTAL	MALE	FEMALE
Employed labour force 15 years and over	278,840	144,445	134,395	995,320	522,780	472,540	1,883,975	991,410	892,565	14,695,130	7,810,290	6,884,840
Worked at home	22,365	11,530	10,835	80,280	38,490	41,785	171,390	80,285	91,105	1,175,760	598,075	577,685
Worked outside Canada	3,145	2,105	1,040	9,040	6,350	2,690	12,240	8,645	3,595	68,520	47,625	20,895
No fixed workplace address	25,565	17,610	7,955	102,595	76,425	26,165	210,510	160,430	50,075	1,273,445	987,190	286,255
Worked at usual place	227,760	113,205	114,560	803,405	401,505	401,900	1,489,840	742,050	747,790	12,177,405	6,177,405	6,000,000
Total - All modes	253,330	130,810	122,515	905,995	477,935	428,065	1,700,345	902,485	797,865	13,450,855	7,164,595	6,286,255
Car; truck; van; as driver	146,525	84,555	61,975	654,055	372,070	281,985	1,274,640	710,570	564,070	9,929,470	5,629,155	4,300,310
Car; truck; van; as passenger	17,070	5,380	11,685	63,650	22,965	40,685	121,415	50,610	70,800	923,975	374,605	549,365
Public transit	43,625	17,615	26,015	104,020	41,155	62,860	128,180	50,820	77,355	1,406,585	571,370	835,215
Walked or bicycled	42,815	21,625	21,195	75,555	36,925	38,630	154,145	76,180	77,955	1,043,995	503,215	540,780
Other method	3,295	1,640	1,650	8,725	4,815	3,905	21,980	14,300	7,675	146,835	86,245	60,590

Source: Census of Canada, 2001; ARC (processing)



## 2001 Census Vancouver Profile Educational Attainment

	Vancouver - City (Census Subdivision)			Vancouver - CMA			British Columbia (Province)			Canada		
	TOTAL	MALE	FEMALE	TOTAL	MALE	FEMALE	TOTAL	MALE	FEMALE	TOTAL	MALE	FEMALE
Total population aged 20-34	147,695	72,685	75,005	431,705	211,325	220,380	758,040	372,430	385,605	5,916,935	2,929,085	2,987,850
% of the population aged 20-34 with less than a high school graduation certificate	9.2	10.6	7.9	11.6	13.2	10	14.6	16.6	12.7	15.6	17.8	13.3
% of the population aged 20-34 with a high school graduation certificate and/or some postsecondary	27.9	30	25.9	32.4	34.2	30.6	34.5	35.8	33.1	30.9	32.6	29.2
% of the population aged 20-34 with a trades certificate or diploma	6.8	8.1	5.6	8.8	10.9	6.8	10.5	13	8.2	10.8	12.9	8.7
% of the population aged 20-34 with a college certificate or diploma	16.4	14.6	18.1	17.8	14.9	20.5	17	13.8	20.1	19.9	16.8	23
% of the population aged 20-34 with a university certificate, diploma or degree	39.7	36.7	42.5	29.5	26.8	32.1	23.5	20.8	26	22.9	19.9	25.8
Total population aged 35-44	97,560	49,045	48,520	347,240	169,145	178,095	653,345	316,875	336,465	5,074,090	2,490,710	2,583,380
% of the population aged 35-44 with less than a high school graduation certificate	16.1	16.6	15.6	15.3	16.2	14.3	17.5	19.2	15.9	19.6	21.4	18
% of the population aged 35-44 with a high school graduation certificate and/or some postsecondary	20.6	20.3	20.9	23.7	21.8	25.5	25	22.7	27.1	25.1	23	27.1
% of the population aged 35-44 with a trades certificate or diploma	7.9	9.8	6	11.6	15.3	8.1	14.3	19.2	9.6	13.7	17.4	10
% of the population aged 35-44 with a college certificate or diploma	17.7	16.3	19.1	19.7	17	22.4	20.2	16.5	23.7	19.7	16.6	22.7
% of the population aged 35-44 with a university certificate, diploma or degree	37.7	37	38.4	29.7	29.7	29.6	23	22.5	23.6	21.9	21.6	22.2
Total population aged 45-64	127,340	62,530	64,810	483,045	237,390	245,655	974,980	481,335	493,645	7,241,135	3,561,165	3,679,970
% of the population aged 45-64 with less than a high school graduation certificate	23.6	22.3	24.8	21.4	19.8	22.8	23.5	22.8	24.1	29	28.3	29.6
% of the population aged 45-64 with a high school graduation certificate and/or some postsecondary	20.7	19.7	21.7	23	20.3	25.6	22.3	19.5	25.1	22.9	20.3	25.5
% of the population aged 45-64 with a trades certificate or diploma	8.5	11	6.2	11.7	15.7	7.9	14.3	19.6	9.1	12.8	17	8.7
% of the population aged 45-64 with a college certificate or diploma	14.1	11.4	16.7	17	14.4	19.4	17.5	14.2	20.8	15	12.4	17.6
% of the population aged 45-64 with a university certificate, diploma or degree	33	35.7	30.5	27	29.8	24.3	22.4	23.8	21	20.3	22	18.6

Source: Census of Canada, 2001; ARC (processing)



## 2001 Census Vancouver Profile Labor Market Data

	Vancouver - City			Vancouver - CMA			British Columbia (Province)			Canada		
	TOTAL	MALE	FEMALE	TOTAL	MALE	FEMALE	TOTAL	MALE	FEMALE	TOTAL	MALE	FEMALE
Participation rate	65.1	69.2	61.1	66.2	71.6	61.1	65.2	70.7	59.9	66.4	72.7	60.5
Employment rate	59.7	63.2	56.3	61.4	66.4	56.7	59.6	64.3	55.1	61.5	67.2	56.1
Unemployment rate	8.3	8.7	7.8	7.2	7.3	7.2	8.5	9	8	7.4	7.6	7.2
Total - Experienced labour force	296,200	153,980	142,220	1,049,910	552,680	497,225	2,014,600	1,048,030	946,575	15,576,565	8,311,130	7,265,430
Agriculture and other resource-based industries	3,615	2,285	1,330	21,720	13,210	8,510	104,335	75,865	28,475	856,425	635,075	221,345
Manufacturing and construction industries	34,470	23,610	10,860	152,855	116,395	36,455	313,065	250,585	62,480	3,053,530	2,309,735	743,795
Wholesale and retail trade	40,625	22,070	18,555	172,545	93,400	79,140	315,425	163,425	152,000	2,441,420	1,263,425	1,177,985
Finance and real estate	23,515	11,295	12,220	78,845	35,430	43,390	122,165	52,400	69,755	894,985	371,335	523,655
Health and education	53,095	16,700	36,390	173,830	46,310	127,520	339,730	85,505	254,225	2,532,385	623,470	1,908,915
Business services	77,525	46,635	30,890	248,265	151,095	97,175	395,530	241,105	154,420	2,795,040	1,685,590	1,109,450
Other services	63,360	31,385	31,975	201,850	96,815	105,035	424,360	199,145	225,210	3,002,780	1,422,500	1,580,280
Total - Experienced labour force	296,200	153,980	142,220	1,049,910	552,680	497,225	2,014,600	1,048,030	946,570	15,576,565	8,311,130	7,265,430
Management occupations	34,105	21,495	12,610	124,965	82,510	42,455	218,445	140,275	78,170	1,620,905	1,046,525	574,380
Business, finance and administration occupations	55,245	18,680	36,565	207,890	59,870	148,020	353,710	91,600	262,110	2,768,375	752,120	2,016,255
Natural and applied sciences and related occupations	24,675	19,175	5,500	75,150	60,405	14,750	123,755	100,055	23,705	1,003,815	788,195	215,615
Health occupations	17,090	5,215	11,875	54,895	13,415	41,485	105,690	24,305	81,385	812,200	169,455	642,745
Social science, education, government service and religion	29,195	11,960	17,235	85,980	31,260	54,720	160,650	56,050	104,600	1,205,185	406,665	798,520
Art, culture, recreation and sport	18,975	9,920	9,055	42,595	21,510	21,085	67,325	32,310	35,015	435,680	200,125	235,555
Sales and service occupations	76,380	36,095	40,280	263,770	118,835	144,930	514,985	216,480	298,505	3,677,380	1,570,050	2,107,335
Trades, transport and equipment operators and related occupations	24,395	22,135	2,265	130,110	121,700	8,410	288,940	271,610	17,335	2,294,620	2,133,150	161,470
Occupations unique to primary industry	2,875	2,210	660	18,350	12,650	5,705	84,525	63,380	21,145	667,550	514,085	153,460
Occupations unique to processing, manufacturing and utilities	13,270	7,095	6,175	46,205	30,540	15,670	96,585	71,980	24,605	1,090,860	730,760	360,100

Source: Census of Canada, 2001; ARC (processing)



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## Vancouverism vs. Lower Manhattanism: Shaping the High Density City

*The Vancouver Sun, September 20, 2005*

Shaping high density residential environments is the most important issue before urban designers in North America today. As the urban consequences of permanently higher energy costs sets in, and as the benefits to urbanity of properly-managed high density living become ever more evident, new debates are emerging, while old debates are falling away.

The debate that is falling away – quicker than one might have imagined, given its prominence in the popular and professional press over the past 15 years – is that revival of late 19th century suburban ideals packaged as The New Urbanism. Better layouts for walkable town hubs, an ongoing taste for the neo-classical, moderately-, even nominally-increased housing densities – the shelf of curatives it offers misses the real malaises of the contemporary city. It is ever more evident that “The Old Suburbanism” is only a shuffling of deck chairs on top of our Titanic urban issues.

The new debate about cities centers on portions of two cities, the first being one of the oldest metropolitan zones in North America, the other one of the newest. Lower Manhattan is currently the most dynamic and interesting portion of New York, now undergoing one of the periodic series of urban revivals it has experienced since its founding by Amsterdam burghers and Jewish refugees from Recife. The other site of intense scrutiny by urban designers these days is downtown Vancouver, invented overnight two and one half centuries later as a land promotion scheme by the Canadian Pacific Railway.

The clearest evidence of the changing realities of city building is the fact that downtown Vancouver has recently eclipsed Manhattan as North America’s highest density residential area. But this may change again, as Downtown Manhattan is currently home to a high density housing boom, much of it sparked by loan guarantees and direct investment made available in the wake of the urban devastation of 9/11. The two cities have adopted quite different institutional and urban design strategies towards the same ends: the creation of livable, socially-mixed, high-density neighborhoods with high level amenities that co-exist happily with conventional downtown functions. And my title lies a bit; because it is not really “Vancouverism Versus Lower Manhattanism,” but “Vancouverism Plus Lower Manhattanism,” as there are ideas in both places that might well migrate elsewhere.

### **VANCOUVERISM: Social Bonus Zoning**

Vancouver breaks all the supposed rules of North American urbanism. In breaking them – while simultaneously building equity, amenity, and livability – my city may now be writing a new rulebook of city-making for the 21st century. The Vancouver that is now generating such interest amongst planners and architects was shaped by a complex interaction of geography, politics, principles, ideas, and contingency, yet out of its particular history may come some fresh notions that might apply elsewhere. “Vancouverism” has now become a term in the literature of city planning, a cousin to that older descriptor of the hyper-dense city – “Manhattanism.”

A quick review of what sets Vancouver apart. Concocted instantly in the late 1870s as a land promotion scheme for the Canadian Pacific Railway, Vancouver is the continent’s youngest major city – younger than Seattle and Denver, even Phoenix and Calgary. Always a place of innovation in urban planning and housing design, Vancouver has seen its downtown population double in the past 15 years. The continent’s youngest major city with its highest residential density? – iron rule number one of North American urbanism broken.



## **Politics In Transit**

Broken rule two is just as important. Vancouver is the only major city in North America without a single freeway within its boundaries. Citizen activism in the late 1960s saved Gastown and Chinatown by stopping a roadway with the Orwellian name of the “East Downtown Penetrator,” followed by significant investment in elevated rail public transit.

Rule three is that Vancouver’s current planning decisions are almost entirely insulated from interference by city councilors and mayor. This does not mean unbridled power for planners (land use policy remains politically accountable), but it does allow for decisions in the long-term interest of the city to often prevail over the short-term needs of getting re-elected. Born of our geographic situation wedged between mountains and sea, Vancouver has had a historical legacy of relatively high-density living, taken to new heights by a political culture in which more people per block is thought to be a positive nearly as often as a negative.

Rule four has to do with one of the urban forces most difficult to discuss: race. While having immigrant and non-white population ratios comparable to New York, Toronto, and Los Angeles, Vancouver has escaped many of the striations and frictions that come with neighborhoods sorted by ethnicity. The shame of our city is not a racial ghetto, but a chemical one: indeed, the Downtown Eastside is one of Vancouver’s most multi-cultural, multi-racial neighborhoods, one linked by a culture and economy of drug dependency. The Downtown Eastside’s tragedy may well have been exaggerated by urban planning policies that have concentrated social housing and front-line poverty agencies in this district as densely as condo towers are concentrated only six or 10 blocks to the west.

Rule five has to do with the role that developers have in providing the social, cultural, and recreation infrastructure in new and renewed neighborhoods. For nearly 20 years, Vancouver has used a form of social bonus zoning, in which extra density in housing developments is granted in return for such public amenities as cultural facilities, parks, schools, and social housing. After resisting it at first, our development industry likes the current system, one where density is traded for a better public realm, because they find such investments increase the value of their projects.

## **Building Height and Social Mix**

The way was prepared for Vancouver’s trading of building height and density for public amenity in its social bonus zoning by a tradition of the highest housing densities on the west coast. The near-downtown neighborhood of the West End had Canada’s highest residential densities by the 1960s, and an established development model of small floor plate, mid-rise towers (small plates because the size of land assemblies were limited due to public lanes running through all downtown blocks). The False Creek South developments later that decade established some of the other planning principles important to Vancouverism; a mix of income groups and modes of housing tenure in dense neighborhoods with significant investment in parks, sites for social housing, arts, and recreation facilities.

When the North Shore of False Creek was developed in the late 1980s, these principles were applied at significantly higher densities, and in Hong Kong-inspired small plate high-rise towers, rather than the mid-rises constructed previously. In large part because the 240-acre site of the former EXPO 86 was acquired at a very low net cost by Hong Kong industrialist Li Ka Shing, significant public investments in the area were extracted from his Concord Pacific Developments. Parks, the Roundhouse (a neighborhood recreation and arts hub), public artworks, even an elementary school were all funded – in the main – by the developer.

In the 1991 Downtown Plan that soon followed, the social bonus zoning system was codified, it having been established that Vancouverites – perhaps inspired by the wave of Hong Kongers and Taiwanese then arriving in



the prospect of the return of the Crown Colony to China in 1997 – were not driven by typical North American squeamishness about increased housing densities.

The same plan established the small plate high rise tower on townhouse base typology that is the architectural face of Vancouverism, along with the notion that developers, not taxpayers, would help pay for public amenities in new districts, raising the value of their constructions through a vibrant public realm. The same plan also re-zoned a huge portion of the downtown peninsula as “housing optional,” but which has since developed almost only as housing (more later on this worrisome current “de-downtownization” of Vancouver).

### ***Developing Public Amenity***

Here is an example of how the social bonus system works in application. For a double tower on townhouse base project at Richards and Nelson Streets (in the Downtown South area almost entirely re-zoned in 1991 from low-density light industrial to high-density housing optional) that came to be called “The Mondrian,” Bosa Developments was granted a bonus of about four extra stories of condos in exchange for a significant public amenity, selected and managed by the City of Vancouver through a development agreement.

This was raw space to be provided in perpetuity to the city, which in turn leased the space to the Contemporary Art Gallery, a highly regarded semi-public gallery analogous to the New Museum in Manhattan. The neighborhood lost a little sky and light, there are a few more deliveries and demands on local services, but the net effect is a lively cultural institution provided without capital cost to the public purse. Trading density for amenity is the Vancouver formula in a nutshell.

The trouble with the Vancouver system is that it only works for high growth cities, where the economic returns from extra density permit the private sector to finance social benefits with extra constructions for which there is a guaranteed market. It also requires high degrees of European-style “statism” or more specifically, dirigism – planners determining the form of buildings and the appropriate public amenities.

Most Vancouver architects resent the power exerted by the current downtown planning team, and the more planners intervene on visual and design issues, the worse the result – aesthetically most often, socially, sometimes. Thus Vancouver’s urban successes may well have come at the price of architectural quality, innovation, even standards of building finishes. Our best architects almost never get commissions downtown (these go instead to low fee production houses. Architect James Cheng’s designs – such as the Residences on Georgia (pictured) – are welcome exceptions to this pattern. Only now, as the last 10% of downtown tower sites are being developed, has architecture and quality of housing layout started to become a real factor in a real estate marketplace, heretofore shaped by condominium apartments as a generic commodity – like hog backs – ripe for speculation.

This planner’s paradise – Downtown Vancouver – has exemplary urbanism, a lively social mix, and a high quality of life, all of which make it ever more attractive as a “resort” for fluid international capital seeking a temporary home and as a retirement zone for baby boomers, and much less attractive as a place to conduct business. Downtown Vancouver’s weaknesses (trading jobs for condos, taking third rate designs with sometimes questionable “social benefits”) may yet overpower its strengths (cosmopolitanism, dynamic social and ethnic mix, a glorious site).



## **LOWER MANHATTANISM: Liberty Bonds as Housing Catalyst**

It is a surprising fact that redevelopment of the core areas of American cities is dependent to a much larger degree on federal government funding than in otherwise more social democratic Canada. The American model is one of redevelopment agencies, special tax relief zones, and direct public investment in urban regeneration. Money is flung at American urban problems in the form of bond financing and direct subsidies to private sector builders. Canadian urban redevelopment is much more intermediated, slower, and distributed through narrowly-defined public domain funds, such as the Vancouver Agreement – federal money which is investing in the city's troubled Downtown Eastside. Especially over the past five years, Canada's federal government has been investing far less per capita in cities than that of the United States. Moreover, Canadian constitutional arrangements mean that municipalities are unable to institute sales taxes and similar revenue generators, and cannot issue bonds, a key means used by American cities to raise capital for infrastructure.

To generalize broadly but usefully, the key shaper of city building in Canada is city planning – understood as a Utopian technocratic art performed by public agencies. The key shaper of the American city is pragmatic funding programs – some of them direct investments, others less visible allocations of public money to private recipients, such as mortgage payment tax deductibility, a huge investment of public funds unknown in Canada and most other countries.

## **SHARED CONCLUSIONS**

The urban design strategies used to foster socially mixed high density housing in Lower Manhattan and Vancouver are sufficiently unique to their particularities in time and space to limit their application to those cities without thriving cores and attractiveness to global investors and high skill/income new residents. Of wider interest is the bell-weather function these two cities provide.

The most telling of these shared experiences is how housing (especially condominium apartments, with up to half now bought as speculative investments) is currently trumping traditional dedicated office functions in Manhattan and Vancouver's downtown peninsula. Nearly one third of the Lower Manhattan housing created through the Liberty Bonds consists of converted office towers. This is but part of a much bigger and alarming trend – the conversion of 8 million square feet of commercial space into housing in New York over the past few years. This is more square miles of offices than exists in total in all but a handful of American downtown cores. To this has to be added the conversion of a half dozen large Manhattan hotels into condos, the most prominent of these being the Plaza.

If anything, the situation is more acute in Vancouver, which, unlike New York, is not a headquarters but a government and services town in terms of its office space needs. No new office tower has been proposed in years for downtown Vancouver, and with a growing queue of applications to convert existing towers to housing, city council has placed a temporary moratorium on further conversions, while the planning department completes a study on long term space needs.

The riposte from the development industry in New York and Vancouver is that office space construction is cyclic, and when rental prices are right, a new wave of construction will begin. *The Economist* magazine has described the current housing boom as "the biggest speculative bubble in world history," and the bursting of temporary bubbles can create long-term problems, such as the continuous annual decline of Japanese housing prices ever since their bubble burst in 1991.

With the cancellation of federal social housing programs in Canada and the United States over the past two decades, it is now harder than ever to create social diversity in downtown neighborhoods attractive to moneyed





migrants, as in New York and Vancouver. Vancouver planners have almost ritually required developers to give over portions of their sites for social housing, but without federal funding programs to build the actual buildings, they are selling the land and building instead in the cheaper but poverty-stressed Downtown Eastside, much as the NYCHDC does. Lower Manhattan and Vancouver's downtown peninsula share a problem that most North American cities would love to have – too much interest in new downtown housing. It is important to look beyond the current housing bubble to ask whether the wholesale exchange of offices for condos is in the long-term interests of the economic health, even the urbanity and livability of these two cities.

For example, projections of ridership for Vancouver's latest rapid transit expansion predict more people leaving downtown for the suburbs to work each morning than coming into the center, leading to current calls by politicians on the right for Seattle-style suburb-to-suburb freeways.

This is hardly the balanced urbanism Vancouver planners would have us believe they have shaped, and it is nonetheless a direct consequence of the ham-handed downtown re-zonings of 1991. Vancouver and New York City must now plan with more subtlety and imagination, less they trade their metropolitan status for new roles as pleasure zones for the nomadic planetary rich – or just as bad – downtown Sun Cities for aging Baby Boomers who seek a taste of urbanity in their new condos after lives spent in the suburbs.

## **Vancouver Offered Radical Plan for Homeless**

CanWest News Service, March 08, 20007

VANCOUVER — Vancouver can solve its homelessness problem only by presenting governments with a new model that will get them interested in providing money, say the two men who have come up with some radical new mechanismsto finance housing for the mentally ill and drug-addicted.

That plan, developed by former deputy premier Ken Dobell, and Don Fairbairn, former chief financial officer of the Canada Line project, would see the city:

- Establishing a Vancouver Homelessness Foundation, to which it would give at least \$50-million in land at a dozen sites scattered throughout Vancouver.
- Creating a Vancouver Homelessness Limited Partnership, with a goal of getting \$60-million in investments from private individuals, companies and foundations as the down payment to build 1,500 units of housing on the foundation land. Those investors would get substantial tax credits, provided some federal laws and rules were changed.
- Leasing and upgrading 500 residential hotel rooms for 10 years at a cost of \$10,000 per room.
- Allowing models of housing with smaller room sizes or bedrooms grouped around common kitchens as a way of building housing for less money.
- Giving developers floor-space bonuses for building housing units for the homeless.
- Dropping its requirement that megaproject developers set aside 20% of their land for social housing and allow them to make a cash payment instead.



Dobell and Fairbairn, who were given a \$300,000 contract from the city last fall to come up with new proposals to tackle homelessness, acknowledged that the limited-partnership plan would not reduce the amount of money that governments would have to provide for housing.

Their plan still envisions the provincial government putting in new money, to the tune of \$48-million a year in supports and subsidies, by the time all 1,500 units are built.

But Dobell and Fairbairn both stressed that the government is more likely to provide that money if it sees it going into a different kind of structure.

“The province needs to make this investment, but what makes it easier for them is if they see community engagement and people with money at risk. Then you have a story that encourages the politicians.”

The foundation and limited-partnership organizations will create a sense of community buy-in, as local investors put their own money into housing, Dobell and Fairbairn said. They added that those investors and the limited-partnership board will be able to put pressure on the provincial government to contribute in the way that city politicians can’t any more, because the province is so tired of hearing their repeated demands.

And the limited-partnership board, which would have people from the business community on it, will encourage more effective operations of non-profit housing, while the foundation could fund innovative pilots and support programs for the groups and people who work with the homeless.

So far, the complex plan is being received with caution by some and with open opposition by others.

“Why fund housing through this complicated formula?” said opposition Coun. Raymond Louie of Vision Vancouver. He said the whole thing seems to boil down to an extremely complex borrowing scheme that is ultimately paid for by taxpayers anyway in the tax credits given to investors.

“Why go through this when we could just get the provincial and federal governments to come to the table with money?”

The city’s housing centre director, Cameron Gray, has warned in his report to council that there are significant disadvantages to the city giving its land away.

And that has even the ruling Non-Partisan Association pausing.

NPA Coun. Kim Capri said “that’s a huge policy shift.”

Capri, who said she and others haven’t had a chance to really absorb all the implications yet, said there are some interesting and exciting pieces to the recommendations.

“But it does call for a strong departure from things we’ve held sacred, like giving away our land.”

Capri said she also wants reassurances that the recommendations don’t just mean Vancouver has to do everything by itself to solve homelessness, while other municipalities in the regional district do nothing.

“I need to hear from other communities in that they are willing to embrace this model.”



## Vancouver: A Downtown with No Offices?

*The Globe and Mail*, November 15, 2005

Vancouver's core is a busy, vibrant centre any time of the day or night. It's why people are clamouring to live there, and it's one of the reasons why condo towers have sprung up where there could have been — or once were — office buildings.

Residential and hotel development have been on a roll in this city, and it has come at the expense of office space.

As the region's economy thrives, the office vacancy rate has tumbled, and rents have risen. At the same time, some office buildings have been demolished, and another converted to residential use.

Add to that high land costs that have favoured residential development, and the office sector has become a landlord's market over the past two years, says Chris Clibbon, senior research analyst with CB Richard Ellis Ltd.

The fear that residential is taking over the downtown is serious enough that the City of Vancouver has placed a moratorium on residential development in the office core. But some industry experts say it's already too late.

"It has swung too far past, and we are now going to become an area where residential has taken over and squeezed the downtown core," says Jeff Rank, vice-president of leasing for Bentall Real Estate Services.

Economic factors have played a role, he says, but "the city has gone with what the developers want to build, and now realize that they have done it at the expense of downtown office space."

Mr. Rank points to last month's announcement that the Vancouver suburb of Surrey wants to build an 81-storey office and residential building near the King George SkyTrain station.

"I joked with my colleagues here that it's pretty amazing to think that the tallest building in Canada could be in Surrey," he says.

Vancouver has one of the lowest vacancy rates in North America for office space, at 8.4 per cent, compared with Montreal's 11.9 per cent, Toronto's 11.1 per cent and a national rate of 9.1 per cent. Vancouver's rate is expected to fall to 7.7 per cent by the end of the year, according to CB Richard Ellis.

With new building projects almost entirely made up of residential and hotels, and with some rental rates for commercial space increasing by 15 to 25 per cent over the past year, the cost for premium office space is expected to continue to rise.

Among new developments in Vancouver is the Shangri-La building on West Georgia Street, which when completed will be the tallest building in the city. The 60-storey tower will have 120 luxury hotel rooms and a mix of condominiums and live-work units.

"That has long been considered the centre of the business core in downtown Vancouver, and that really should be an office development site, but it's going residential," Mr. Clibbon says. "This is happening in a dozen sites around downtown Vancouver, and what that means now is that there are no more sites to build an office tower."



The shortage of available land downtown has resulted in a shift away from huge, multiple-tenant buildings, Mr. Clibbon says.

"Those developments that have occurred over the last five years are all single-purpose office buildings, they are not mixed-use," he says. "We are not going to see any of the large-scale, typical office development any more in downtown Vancouver because we don't have these big sites that will accommodate full city blocks."

It's not hard to see why developers would rather build residential towers. A high-end Coal Harbour condo can sell for more than twice the value a square foot of a downtown office building, says Ron Bagan, managing director at Colliers International.

"You can't make money right now on building a downtown office building if you've got to pay what residential developers are paying for the land," Mr. Bagan says.

Even with rising rents and falling vacancy rates, it still doesn't make financial sense to build a downtown office tower, he says.

"Construction costs have gone up faster than the pace of lease rates," he says. "In order to justify a downtown office building you've got to be talking \$30-plus lease rates [a square foot], and . . . we are not there yet."

As an example to show how strong demand for office space is, Mr. Rank points to the 11-floor addition to the Bentall office building at 550 Burrard Street. The addition won't open until April, 2007, but is already 90 per cent leased.

Mr. Clibbon says that since the beginning of 2004, two downtown office towers have been demolished for residential and another building converted from office to residential, reducing the inventory of office space by about 300,000 square feet. As available office space shrinks, demand for it will continue to rise, he says.

"In Vancouver, Calgary and Edmonton we've seen really rapid decreases in vacancy. The reason for that is a lot of the growth is related to construction and the housing booms that have been recurring, and that has created construction jobs," he says. "The spinoff of that is pretty much every office-related employment industry has been expanding."

While office tenants have yet to make a mass exodus from downtown, the situation is prompting fears that, as leases expire over the next two to three years, companies will face pressure to move to cheaper digs in such suburbs as Surrey, Richmond and Burnaby, sparking a reverse commute, Mr. Clibbon says.

The growth in residential at the expense of office development concerns city planners, says Larry Beasley, director of current planning for the City of Vancouver. Businesses pay five times the municipal tax rates that residential houses and condos do, compared with a three-to-one ratio in Toronto.

"It's an unusually high differential between those two — we know it's an area in policy that has to be challenged," Mr. Beasley says.

In addition to the moratorium on downtown residential construction, the city is also conducting its biggest land-use study in a decade.

"We are very carefully considering in policy terms how we best position our land-use allocations for the future," Mr. Beasley says.



He adds that while the city will emphasize the construction of office space in new mixed-used buildings, it is also important that the city preserve the downtown's diversity and balance, a goal it has worked toward for 20 years.

"We are not moving unilaterally to stymie the residential growth," he says, "which has also been a very important part of the economic miracle of downtown Vancouver in the last decade."

## **Vancouver Tussles with Condo Office Mix**

*The Globe and Mail, August 15, 2006*

VANCOUVER — Three years ago, plans for a 420-unit condo tower at Granville and Dunsmuir, directly across the street from the Canaccord Tower where the Vancouver Stock Exchange once did business, were an innovative means of making the most of an underused commercial property in a lackluster office market.

But following a string of applications to rezone similar properties and even convert existing office towers, such as the iconic, cube-shaped Westcoast Energy tower, to high-end condos, Vancouver councilors said enough.

Responding to criticism that the emphasis on downtown residential development was making Vancouver more of a resort than a proper city, and that the city was jeopardizing its commercial land base, councilors declared a moratorium on residential development in the downtown core.

The moratorium, passed in May, 2004, extended from approximately Robson Street to the waterfront six blocks north, and west from Victory Square on the edge of the Downtown Eastside to Bute Street and the condo towers of Coal Harbour.

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Two years later, the impact of the conversions and rezonings lingers: Downtown sites that were developed for condos have left fewer sites available for offices. The resulting scarcity has boosted the value of the remaining office sites, while the high prices paid for residential development sites has also raised the value of office sites.

"There's no new pressure from residential, due to the moratorium, but land values have been bid up . . . so we're left with the resulting pressure," said Tony Astles, senior vice-president with Bentall Real Estate Services LP.

Mr. Astles pegs the current cost of developing class-A office space at \$36 to \$39 a square foot, about even with top-end rents today, but a development proposed today will have to count on rents continuing to rise to cover construction costs that are unlikely to be set until 2008.

"Construction costs will be going up considerably, so then your rental rate is going to have to be matching that," he said, sidestepping an estimate to say only: "The numbers will be higher."

Given such conditions, the only current prospects for new office development in the Vancouver core are 838 West Hastings, where Jameson Development Corp. plans to build 75,000 square feet of offices as part of a mixed-use project, including a hotel and condos, and a city-owned lot across from the Queen Elizabeth Theatre that is tagged for a federal office tower.





With municipal approval times for new projects in Vancouver running upward of 240 days, and construction costs rising more than 10 to 15 per cent a year on the back of material and labor costs, Mr. Astles said developers are more likely to look to Burnaby and Richmond where smaller-scale projects allow them to bring space to market faster and at less expense.

"There's a number of designed sites that are ready for construction, and they will likely come into play in the next few years. So, the City of Vancouver could lose some of its businesses to the suburbs."

Making sure an undertow from the tide of residential development doesn't sweep Vancouver office space to the suburbs is the goal of a study that's tallying office space — developed and undeveloped — in the city's downtown. The study aims to determine the best balance between office and condo development in the core.

Ronda Howard, the senior planner overseeing the study, said a final plan is set to go to council next year covering the metropolitan core, an area extending from the harbor south to 16th Avenue between Burrard Street and Clark Drive.

The study's initial findings indicate that development of office space typically follows market cycles, always catching up with demand. Over the past five years, for example, a total of two million square feet of office space was built. Although some existing space was lost at the same time, as a result of conversions to condos and other factors, the net gain was still 1.3 million square feet on a total inventory in the metropolitan core of about 24.5 million square feet.

"Downtown Vancouver has added more office square feet in the last 10 years than Toronto," Ms. Howard said. "It has also had a higher per-cent growth in office space than Toronto, or Montreal."

But Chris Clibbon, senior research analyst with CB Richard Ellis in Vancouver, argues that the lack of a major office project ready to go presents a major problem for Vancouver, which had an average downtown vacancy rate in the second quarter of 6.5 per cent.

Just 350,000 square feet are slated to come to market by 2010. More than 235,000 square feet of the new space will be in the second phase of the Bentall 5 tower, which was largely leased prior to construction.

But for the past three years, an average of 150,000 to 200,000 square feet of office space each quarter has been taken up by leases.

"When you're talking about 150,000 to 200,000 square feet of absorption a quarter, 350,000 square feet of new supply in four years is not enough to satisfy demand," Mr. Clibbon said.

Calgary, which is next to Vancouver in terms of downtown residential growth in Western Canada and is posting an average core office vacancy rate of 0.6 per cent, isn't facing the same crunch.

Indeed, Calgary is having difficulty reining in office development, according to Brent Toderian, that city's manager for centre city planning and design who is set to become head planner for Vancouver. "We have issues of large-scale office users bleeding out of the office core, going into the high-density residential neighborhoods around them."

To better manage the balance, Calgary is currently reviewing its centre city development plan, which hasn't had a comprehensive makeover since 1966.



Noting the planning reviews under way in both Vancouver and Calgary, Vancouver planning director Larry Beasley (who is retiring and handing the reins to Mr. Toderian on Sept. 14) said Vancouver offers a model of how blending residential and commercial uses can create an urban core that remains vibrant even when office workers go home.

Other cities “see the balance in Vancouver and they want that,” he said.

Part of the key is having homes relatively close to jobs — in this case, downtown office towers — a scenario that requires strong urban design principles that address both the location as well as the form of new developments. The study of land uses in the metropolitan core will help to further strengthen existing policies.

Mr. Toderian said the Vancouver model is influencing Calgary’s review of its own city centre area plan, but that doesn’t mean Calgary will become a clone of Vancouver. Rather, the principles will help Calgary address its own challenges in the interest of ensuring a healthy market for both office and residential development well into the future.

“What Vancouver shows is that there’s a magic to doing density in a way that’s highly livable. And that sustains the market over time,” Mr. Toderian said.

## **B.C. Gets \$199 Million for Environment**

*The Toronto Star, March 14, 2007*

Vancouver—Prime Minister Stephen Harper talked about the environment, Stéphane Dion talked about the economy, but the other E — an election — was barely mentioned at all as both leaders made campaign promises during simultaneous stops in Vancouver.

Prime Minister Stephen Harper doled out more of Ottawa’s \$1.5 billion environmental fund, giving \$199 million to British Columbia projects to reduce greenhouse gas emissions.

One project includes a so-called “hydrogen highway” of recharging stations for fuel cells, which convert hydrogen and oxygen into electricity.

“This is all new money,” Harper said at the University of British Columbia. “Mr. Dion didn’t get it done and this government is getting on with the job.”

B.C. recently announced it plans to lead the country by cutting greenhouse gas emissions by 33 per cent by 2020.

Yesterday, Harper said the federal government will announce its own new regulations to reduce emissions within the next month. He said the program would have “compulsory regulatory requirement for industry across this country.”

But, he added, “What the government will not consider is short-term damage to the economy or shutting down the economy in the short run to meet targets,” he said.

The Conservatives, who are presenting the federal budget next Monday, assembled the new \$1.5 billion environment fund last month from an anticipated budget surplus to dole out money to provinces for environmental programs.



Since then, the Prime Minister has moved westwards during the March break, making spending announcements as he goes. Quebec received \$350 million, Ontario got \$586 million and Alberta pocketed \$156 million from its share of the fund.

As Harper made his announcement, a man who tried to force his way into the news conference was wrestled to the ground by RCMP officers before he got close to the Prime Minister.

It took four officers to control the man, who referred to the death and kidnapping of 9-year-old Cecilia Zhang and screamed there was a cover-up for more than two years. Chinese visa student Min Chen, 23, was convicted last year of second-degree murder in Cecilia's 2003 death.

RCMP spokesman Cpl. Pierre Lemaitre said the man was arrested and will be charged with obstruction for pushing police.

Part of the money promised by the Prime Minister for greenhouse gas emissions reductions will go towards resolving what Harper called the chicken-and-egg problem. Fuel cell cars are nowhere close to being available on the mass market, partly because hydrogen-fuelling stations haven't been constructed.

B.C. will use some of its \$199 million to build hydrogen-fuelling stations from Vancouver to Whistler.

In 2004, then-prime minister Paul Martin announced \$1.1 million to build a "hydrogen highway" in time for the 2010 Olympics.

Fuel cell vehicles are considered clean technology because they run on hydrogen rather than gasoline. But their cost remains prohibitive.

Premier Gordon Campbell said yesterday it's unlikely a highway will be built by 2010.

"We have to be realistic about where we are with this technology. They're not going to be in the mass market by 2010," he said.

At a speech to the Vancouver Board of Trade yesterday, Dion said the Conservatives took the economy in the wrong direction when the government cut the GST and funding for research at universities. "I call on Prime Minister Stephen Harper to make this next budget everything his last budget was not: economically competitive, socially just, environmentally sustainable and internationally responsible," said Dion.

Harper has repackaged programs already announced, Dion said. In earlier stops during his visit to the Vancouver area, Dion visited an Iranian grocery store and then met with members of the South Asian community and promised funding for a monument.



## Density for Transit

*Richmond Review, March 10 2007*

### EDITORIAL

To meet B.C. Premier Gordon Campbell's lofty goal of reducing greenhouse gas emissions 33 per cent by 2020, TransLink says transit ridership must be doubled.

The cost of the added infrastructure, the transportation authority's directors were told Monday, will be nothing short of astounding.

TransLink chair Malcolm Brodie said it could run into the tens of billions of dollars, and that's probably conservative.

But even if the cost was deemed reasonable in light of global warming fears, the problem is, it might not work. Transit ridership in Vancouver today sits at 11.5 per cent of commuters.

Compared to major cities in Asia, Europe and even the U.S., these stats are deplorable.

Ranked against U.S. cities with populations of more than 100,000, ridership figures place Greater Vancouver 31st, after cities like Miami, Cleveland, and Paterson (New Jersey).

Boosting the numbers to 25 or 30 per cent in just 13 years won't simply require more buses and SkyTrain lines—we'll need a new city.

The problem is, today's GVRD isn't dense enough.

In many of its sprawling suburban neighborhoods, the number of buses that meander through could be quadrupled and they'd still run empty much of the day.

For the people who live there, buses would remain inconvenient.

In places like Surrey and Richmond, most commuters bound for downtown must take one bus to the transit hub, then a second bus (or SkyTrain, in Surrey's case) to get to their destination—one stop too many.

The trend in Greater Vancouver is one of sprawl, but in areas it is also becoming more compact—think New Westminster, North Vancouver City or downtown Richmond.

In these centers, transit works—at least to get downtown. Increasing transit service between these centers could reap benefits (and ridership) because the traditional downtown-suburb commute pattern has changed, with people living and working virtually everywhere in the region.

A big boost in transit ridership is an ideal worth aiming for—and the political will is growing to bankroll it.

But in the end, its ultimate success requires the region to halt sprawl and build tall—a shift some municipalities will be loathe to make.



## Say Goodbye to Double Digits

*Experts predict housing prices to hold steady at 5 to 8 percent*

www.24hrs.ca, March 8, 2007

More balance, less frenzy remains the market prediction most housing experts agree on as we approach the second quarter of 2007.

"Economic indicators remain strong: High levels of consumer confidence and employment, low interest rates, positive migration," says Cameron Muir, chief economist with the B.C. Real Estate Association.

While he anticipates housing prices will continue to rise at a rate of between five and eight per cent, Muir says it is unlikely consumers will see the double-digit increases that have pushed housing markets throughout the Lower Mainland to the outer limits of affordability over the past few years.

Nor will we see the frenetic line ups to purchase a listing minutes after it comes on the market, meaning buyers will once again have time to do their due diligence.

### TRANSPORTATION

However, still faced with some of the highest prices in the country, many homebuyers are re-examining the compromises they are willing to make, and those compromises are fuelling a growing trend toward the relatively more affordable suburbs - especially areas surrounding SkyTrain transportation nodes or with easy access to the West Coast Express.

Ward McAllister, president of Ledingham McAllister, notes that as easy access to public transportation becomes a major consideration in the home-buying process, municipalities are addressing those consumer concerns.

He points to Burnaby as a prime example of the success of GVRD's regional-growth strategy, a strategy that promotes developing high-density, village-centre-style residential communities around SkyTrain stations.

"People are discovering they can live in Burnaby or Port Moody and still easily work in Vancouver."

### CHANGIN' TIMES

Affordability combined with diminishing land supplies is also driving a trend away from the traditional, single-family detached house.

"People are shopping around more and looking at options they might previously never have considered," says Ben Smith, vice president of marketing at Polygon Homes. "If they can't afford a house, they'll look at a townhouse. If a townhouse is out of reach, they'll consider a condo."

Builders and developers are responding.

"A decade ago, only 40 to 45 per cent of housing starts were multi-family," says Peter Simpson, CEO of the Greater Vancouver Home Builders' Association (GVHBA). "Today, multi-family accounts for almost 80 per cent of new starts across the Lower Mainland."





He adds that according to a survey conducted at last year's GVHBA First Time Homebuyers Seminar, 52 per cent of first time homebuyers chose a townhouse or condominium as their preferred housing style.

Only 19 per cent listed a single family, detached as their first choice.

One municipality many are looking at closely is Surrey - especially the Surrey Central neighborhood surrounding SFU's satellite campus at King George Highway and 102nd Avenue.

"Surrey still has plenty of developable land including industrial/business park land which is always signal of job growth potential," Muir says. "In fact, projections indicate it will soon become the largest municipality in the province."

Surrey is also attracting a wave of innovative, highly targeted construction aimed squarely at entry-level buyers and investors.

Compact, affordable, yet still finished to the level of sophistication buyers demand, projects such as Agenda, Elements and Quattro have been selling out in record time - small wonder with starting prices below \$125,000.

"This entire area is starting to go through an incredible evolution and gentrification," says Quattro's marketing manager Bill Morrison. "Twenty years ago who knew what Yaletown would become. Today, people are recognizing the same opportunity here."

## **GOIN' THE DISTANCE**

Now blinking more strongly on many homebuyers' radars is Chilliwack. An intensive downtown revitalization and "open for business" attitude has helped bring the big-city amenities necessary to attract urbanites and downsizing empty nesters who are unwilling to compromise the lifestyle they've worked hard for in order to enjoy a quieter, more rural community.

"There aren't many other areas where you could build a custom home on a large lot adjacent to a golf course for around \$500,000," Muir says.

## **Planner Advocates for Easier Process for Green, High-Density Development**

*Daily Commercial News, March 7, 2007*

VANCOUVER -Vancouver's city director of planning Brent Toderian has announced a new "EcoDensity" philosophy that he hopes will turn into a strategy for enhancing green technologies in increased density developments.

A pivotal point of the philosophy is updating bylaws or zonings for builders who buy-in to the new concept.

During the summer, there will be a series of speakers around the city discussing the concept. It will culminate in a Choices Forum in June with the development of a charter, toolkit and action plan. This is followed by a report to council and implementation of recommendations and changes to policies and bylaws which promote the



EcoDensity concept.

The EcoDensity proposal intensifies the green building concepts that are already being seen in some Vancouver structures.

"EcoDensity is very hard to capture in a sentence," Toderian said. "It is not a program so much as it is a philosophy."

City bylaws prevent some creative planning which incorporate the principles of sustainability. The goal of the new strategy is to make it easier for these projects to move forward.

"We want to know how to make green projects go more quickly through the process," he said, adding deviations from conventional designs often translates into a longer vetting period at city hall.

"We want to make the process as easy or easier than the conventional process."

However, what it will cost the developer and how these costs will be translated into the marketplace, is not yet known. Toderian said he is currently discussing this with the Urban Design Institute.

"It doesn't have to cost anything," he says, adding there is a fixed up-front cost of doing these projects, however, some studies have shown residents realize cost savings over the long term by having self-sustaining utilities.

"But, right now we don't know the answer."

EcoDensity essentially assembles ways of lowering housing costs by placing more living units in an area, but at the same time, stresses the use of ecologically friendly technology such as geothermal and solar in their development.

Toderian says the city will also look at allowing coach-houses on a lot or make a garage into a second home. Fee title condominiums are also being considered as a density alternative in single family neighborhoods. Again, he said, this is expected to be controversial with many single-family neighborhoods.

The city is currently looking for feedback from the construction industry on the proposed EcoDensity philosophy.

## **Growth Trend Different Tale for 2 Cities Vancouver's Downtown is Booming but Surrey's is Flat**

*Chad Skelton and Frances Bula*

*Vancouver Sun, Thursday, March 15, 2007*

Greater Vancouver I B.C.'s two largest cities are growing rapidly but in very different ways, according to census data.

As part of the GVRD's Livable Region Strategic Plan, Vancouver and Surrey are supposed to be encouraging growth in their respective cores, the downtown peninsula and Surrey City Centre (Whalley).

But the 2006 census, released Tuesday, reveals only Vancouver is succeeding in that goal. The population of Vancouver's downtown core increased by nearly 18,000 people over the past five years, a rate of 23.1 per cent.

That's four times faster than the city average of 5.9 per cent.



More than half of the population growth in all of Vancouver — 55.4 per cent — was in the downtown core.

In contrast, while the overall population in Surrey rose a staggering 13.6 per cent — one of the fastest growth rates in the province — the population of Whalley rose an anemic 2.4 per cent. Three of the seven census tracts in Whalley lost residents during that period.

(Census information is published by census tracts — essentially neighborhoods — to help measure changes over time.)

Andrew Ramlo, director of the Urban Futures Institute, said Surrey's failure to attract residents to Whalley is partly the result of bad planning — but also to the area's troubled reputation.

"I think there's a real stigma to the Surrey Centre area," he said. "Somebody says Whalley, and you kind of go, 'Oh.' But the planning guys and politicians are working really hard to change that."

In contrast, Ramlo said, downtown living has a cachet that has fuelled a housing boom in Vancouver's core.

"The notion of Surrey city centre is taking a bit longer to really take root than a lot of people had expected," said David Ley, a geography professor at the University of B.C.

But Ley said there are signs Whalley may finally be turning a corner.

To encourage development, the City of Surrey has reduced development charges for new projects in Whalley — and the first phase of one project, known as Quattro, quickly sold out.

As real estate prices continue to rise across the region, said Ley, Whalley's relative affordability — and proximity to SkyTrain — will make it more attractive.

"I think once the process gets started it will move quite quickly," said Ley, predicting the next census could show big gains.

Ley also noted the relative concentration of Vancouver's growth in the downtown core is partly due to the fact some areas of the city are losing residents.

Over the past five years, several census tracts around Commercial Drive, Main Street, Dunbar and Shaughnessy have declined in population.

Ley said the declines on the east side are likely due to gentrification, with professionals buying houses that were once full of suites and turning them into single-family homes. On the west side, he suspects the cause is "empty-nest syndrome."

Ley said the trend in those neighborhoods is "going in the other direction" from Mayor Sam Sullivan's emphasis on increasing density across the city.

Vancouver planning director Brent Toderian said he's not surprised the population is dropping in some neighborhoods as younger people move out.



## A TALE OF TWO CITIES, 2001-2006

Both Surrey and Vancouver experienced rapid population growth over the past five years, according to the latest census. But while Vancouver's downtown core has absorbed most of that city's new residents, Surrey city centre has experienced anemic growth.

### Tax Hikes to Fund Transit Upgrades

*Vancouver Sun, March 09, 2007*

Property taxes and transit fares will rise under a provincial government plan to create a new, bigger version of TransLink.

But a controversial parking tax and a special Hydro-bill levy that homeowners have paid for years will be scrapped.

The higher taxes are a condition the province is setting in return for providing more money to TransLink from provincial fuel taxes, under a plan unveiled and endorsed Thursday by Transportation Minister Kevin Falcon.

The plan also means control over Greater Vancouver's transportation system will largely shift from local politicians to the provincial government.

TransLink — which will gradually expand east into the Fraser Valley and north to Squamish and Pemberton — will be governed in future by a long-term "vision" provided by the government, instead of being guided by the Greater Vancouver Regional District's sustainable growth strategy.

"The GVRD will no longer have a role in the governance of TransLink," says the report of a TransLink governance review panel.

Falcon said he supports and expects to implement all but a few of its 43 recommendations.

The new provincial fuel-tax money will cover only one-third of the \$200 million a year TransLink will need by 2013 to build everything in its plans.

In order to get it, TransLink will have to raise another one-third, or close to \$70 million, from increased property taxes, and the final third from a combination of higher fares and revenue from property development around rapid transit stations and other TransLink facilities.

Under the plan, TransLink will get an additional three cents per liter from the provincial fuel tax, in addition to the 12 cents it already gets, which will provide \$66 million in new revenue as early as next year.

The parking tax and Hydro levy will be scrapped, but TransLink will have to replace the revenue — about \$37 million in total — by raising property taxes, on commercial and industrial property for the parking tax money, and on residential property for the Hydro levy.

The fuel-tax money would kick in immediately, but TransLink would have up to 10 years to ramp up its share of the revenue.



The report includes a suggested scenario in which TransLink would approve small property tax increases — one to two per cent per year — every year from 2008 through 2025. And it suggests fare hikes of one-half to one per cent per year every year for the next 14 years.

The plan also calls for TransLink to be given power to override municipal zoning and permitting decisions in order to get its major projects built, said Marlene Grinnell, the former Langley City mayor who chaired the review panel.

There will still be some municipal input. A board of appointed professionals will formulate options for 10-year TransLink plans, based on the provincial government's 30-year vision, and a council consisting of all the mayors in TransLink's coverage area will choose its preferred option.

But if the mayors fail to agree on the options within 90 days, the professional board will be able to impose its "base option." The plan calls for the mayors' council to meet only four times a year, while all TransLink's day-to-day decisions would be made by the appointed professional board. The board would be solely responsible for the three-year financial plans that drive TransLink's actual operations, and for hiring a chief executive.

It is not clear yet how that board will be appointed.

Meanwhile, all TransLink's ties to the regional district are being severed, which Vancouver Coun. Raymond Louie, a former TransLink director, called "most disturbing.

"It essentially eliminates local authority on land-use decisions."

TransLink chairman and Richmond Mayor Malcolm Brodie said he had thought the GVRD's Livable Region Strategic Plan would still help shape TransLink's priorities, but "I don't see that in there."

"We just can't ignore the LRSP. That needs to be clarified."

GVRD chairwoman and Delta Mayor Lois Jackson said: "I'm concerned about that, because as many of us have discussed before, land use and transportation are so linked."

Falcon tied TransLink's goals to the province's vision of making B.C. the gateway for Asian trade with North America.

"The world is changing, the economy is changing, transportation is changing, and we have to change with it," he said. "Transportation services and infrastructure are falling behind demand. Goods movement is choked and commuter frustration is reaching new heights.

"Concerted action must be taken to avoid a serious economic, social and environmental decline in our region."

Grinnell said TransLink would still be politically accountable to local voters, because mayors would be automatically elected to the mayor's council when they are elected in municipal elections.

The plan is "a power grab by Victoria, overriding the jurisdiction of municipal governments," said Andy Ross, president of the Canadian Office and Professional Employees Union Local 378, which represents some TransLink employees. He predicted "more backroom deals, less public involvement and more privatization."





NDP transportation critic David Chudnovsky said the plan to override local powers was “incredible,” and disagreed with the revenue proposal because it requires TransLink to raise property taxes and transit fares to get more fuel-tax money.

Chudnovsky said Falcon doesn’t like it when people disagree with him “and he wants a bigger region because he hopes there will be less disagreement with the directions he wants to go.”

Votes by the mayors’ council will be based on population, giving the most influence to Vancouver and, increasingly, Surrey.

The mayor’s council would appoint a commissioner who would hold public hearings and rule on major financial decisions.

The plan was applauded by Canadian Federation of Independent Business vice-president Laura Jones, who also spoke for the Park the Tax Coalition, which sought to have the parking tax scrapped. “We are absolutely delighted with these changes,” Jones said. “We couldn’t be happier that the parking tax has gone the way of the dinosaur.”

## **Parking Stalls Free at Last**

*Controversial TransLink levy to end in July 2008*

*The Province, March 09, 2007*

The Tomahawk Barbeque’s Chuck Chamberlain is happy TransLink’s ‘arbitrary’ parking-stall tax will be abolished.

Members of the small business community were jubilant yesterday with news that the infamous parking-stall tax will be killed.

The controversial tax, introduced last year by TransLink, was done away with as part of sweeping changes to Vancouver’s regional transit authority by the provincial government.

“This is great news for all independent businesses,” said Chuck Chamberlain of North Vancouver’s Tomahawk Barbeque restaurant.

Chamberlain, who estimates the tax cost him \$1,000 in the 2006 tax year, said business people loathed the tax because it was “so arbitrary.”

“They were taxing my sidewalks, my dumpster — it was ridiculous.”

Sue Cope, another vocal critic whose property development and management firm paid about \$3,500 in parking taxes, said the levy hurt small-business owners.

“We are very happy to see it go,” she said of the tax that will be eliminated in July 2008.

As well, the TransLink Governance Review released by the provincial government said the approximately \$17 million in net revenue collected through the tax in 2006 will be replaced by further taxation over a broader base “through TransLink’s property tax levy from commercial-, industrial- and utility-property classes.”

The parking tax charges businesses 78 cents per square meter of parking area. It has been controversial for its



methodology in calculating parking space — sometimes including bike racks and laneways — and the fact it was aimed mostly at small businesses.

The tax sparked numerous public demonstrations, massive assessment appeals and even fostered a Park the Tax coalition.

Laura Jones, vice-president, B.C. & Yukon for the Canadian Federation of Independent Business, said the parking-stall tax was “a mess from conception to execution.”

“We were hoping it would be done away with and that we would get a government structure that would give us some accountability,” said Jones.

“Small business owners deserve a lot of credit. It’s not often you get rid of a tax and it was because small business got engaged and believed you could fight city hall.”

“What we have is a victory for common sense and fairness in taxation,” said Mark Startup, president and CEO of Retail BC.

“The arguments against this tax were so compelling that any government that had the ability to change it would do so,” he said.

“Our arguments fell on deaf ears at TransLink and GVRD and they implemented the tax.”

Money from the parking stall was earmarked to help fund TransLink’s \$1.9-billion three-year plan to upgrade roads and transit.

## **Vancouver Office Crush Forces Flight to the Burbs**

*The Globe and Mail, September 20, 2006*

Companies are snapping up office space in downtown Vancouver, forcing some renters to broaden their search to the suburbs.

The city’s office market was squeezed by a jump in demand that has knocked its overall vacancy rate down to 5.6 per cent in the third quarter from 6.9 per cent in the second, according to a report released yesterday by commercial realtor Cushman & Wakefield LePage. Two years ago, Vancouver had a vacancy rate of 13 per cent.

Vacancy in the downtown core has dropped to 3.9 per cent, leaving larger tenants with a limited selection. The report added that opportunities in the city’s 15 million square feet of available space in the suburbs are also becoming sparse.

Relative to its inventory size, Vancouver has seen the strongest leasing activity in the country in the third quarter.

Trade with Asia and a bustling junior resource sector have played a role, Mr. Rank said. In addition, a rash of condominiums were built in the downtown core in recent years, leaving little room for new offices.

Calgary, basking in the glow of an energy boom that has triggered an office-building spree that cannot keep pace



with demand, took the top spot as the toughest — and most expensive — place in the country to score office space, the Cushman report said. Vacancy in some of the city's downtown towers dropped to zero.

The third-quarter national vacancy rate is unchanged at 7.1 per cent from the second quarter.

A separate study by CB Richard Ellis Ltd. also said Vancouver had the second-lowest vacancy rate among Canada's major markets in the second quarter.

"Compared with other larger Canadian markets, the volume of downtown office construction is far lower in Vancouver, largely as a result of limited available development sites but also impacted by escalating construction costs and downtown land prices which have prevented developers from embarking on major new office projects."

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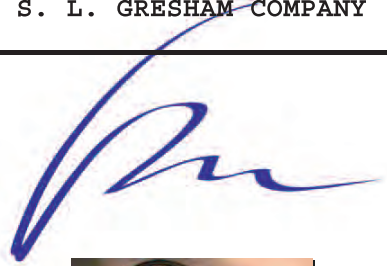
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The historic & hip Yaletown neighborhood is home to the Blue Water Café, Vancouver's definitive destination for the freshest and best wild seafood.

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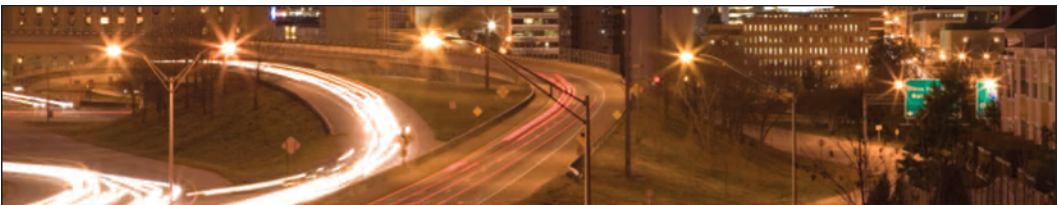
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Situated on Robson Street, a winding stone staircase leads up to the vibrant first floor dining room and bar, with high arched windows that lead out to a beautiful heated terrace. CinCin's acclaimed wine collection, housed in the private wine room, is deep and global with rare vintages and boutique finds, acknowledged by Wine Spectator with a 'Best of Award of Excellence' for the past three years. CinCin is also the current holder

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of the Birks Silver Service Award for consistently delivering the highest levels of service, cuisine and ambiance as voted by the concierge and Clefs d'Or of the city.

Pronounced "chin – chin" a toast to good health, old friends and the pleasures of fine food and wine.

### West

2881 Granville St.

Vancouver, BC

Phone: 604-738-8938

Sun.-Mon- 5:30 p.m. - 11 p.m.

Located in Vancouver's chic South Granville neighborhood (just five minutes from the downtown core) West Restaurant & Bar offers outstanding contemporary regional cuisine in exquisite surroundings. Chef David Hawksworth sources the best local and seasonal ingredients to create innovative dishes and modern interpretations of classic combinations. Choose from an extensive menu encompassing simple, refined small plates, a la carte dishes and tantalizing tasting menu options. Join us for dinner, light bites, pre or post theatre meals, or lunch.

Martinis are made with fresh, pressed-to-order juices and our award winning wine selection is housed in a magnificent wall of wine, temperature controlled, complete with sliding library ladders providing an alluring backdrop to the gleaming cherry wood bar. The kitchen radiates energy and action; operating behind bevelled glass at the back of the room, with two chef's tables tucked slyly to the side rendering birds eye views of kitchen theatre

### Cioppino's Mediterranean Grill

1133 & 1129 Hamilton St.

Yaletown, Vancouver, BC, Canada

Phone: 604-688-7466

Mon-Sat 5:30 p.m.-10:30 p.m.

Cioppino's Mediterranean Grill is pleased to give you a fresh perspective on Mediterranean cooking with Executive Chef and now also restaurateur/owner Giuseppe Posteraro, known to his many friends as "Pino."

Fresh as his new style of Italian cooking, he'll surprise and refresh your taste buds with "Cucina Naturale" which is his forte. Basically, a classical style of cooking, "Cucina Naturale" emphasizes the use of fresh ingredients, especially vegetables. Its lightness of taste is derived from minimizing animal fats and creams and using low cholesterol olive oils instead. "I respect the nature of ingredients, hence I try to bring out the natural taste of ingredients," says Pino, who uses vegetable puree and a reduction from seafood stocks, to make sauces without flour.

An introduction to his style of cooking is the "Marinated and seared west coast salmon with potato galette and sour cream." He describes this dish as a happy marriage between the "Earth and Sea".

Other appetizer dishes on the menu strike an equally delightful balance of flavors. Already famous for his pastas, Cioppino's Mediterranean Grill's Chef expects to emphasize his exceptionally light pasta dishes. The use of a red pepper coulis instead of creams does justice to the "Lobster Tortelli 'Naturale' with Sweet Pepper Sauce." It is filled with Lobster cubes that give just the right consistency. Much attention is paid to the pasta itself, which is made from traditional recipes.

Main courses carry on this light theme. But traditional favorites such as Black Angus Beef with fresh new creations that are certain to please even the most discriminating diner.





## Attractions

### Granville Island Public Market

9 a.m.-7 p.m. daily

The Granville Island Public Market is Vancouver's hub of epicurean delight. Browse the exotic array of crisp, garden-fresh produce which overflows each vendor's stall – from luscious berries in season, to delicate Japanese eggplant. Look for displays of fresh Coho salmon and giant prawns on beds of ice. Breathe in the delicious scent of just-from-the-oven bagels mixing with the aroma of freshly roasted coffee and pungent cheeses from around the world. The Public Market provides the very best of fresh food for the expert chef, as well as those who love to eat! It is a great source of local produce, homemade products and unusual ingredients for exotic recipes. Wild fiddleheads, pine mushrooms, seaweed, stinging nettles – the list is endless.

Where else in the world can rusty tin-sided factories boast rebirth as a Public Market, an art school, shops, restaurants, theatres, galleries, a hotel, and a great deal more?

It's a remarkable thing, this island in the middle of a city of two million. Embracing the surrounding metropolitan bustle, Granville Island's ambiance is matchless; its gritty, industrial past is proudly displayed in today's people-friendly, artistic, and energetic incarnation.

### Stanley Park

Vancouver Board of Parks and Recreation  
604-257-8400

Stanley Park is recognized around the globe as one of the great parks of the world. The Project for Public Spaces has ranked Stanley Park as the 16th best park in the world and sixth best in North America. Vancouver's first park and one of the city's main tourist attractions, Stanley Park is an evergreen oasis of 1,000 acres close to the downtown core. There are approximately 125 miles of trails and roads in the park. Much of the park remains

forested with an estimated half million trees that can be as tall as 250 feet and hundreds of years old. Its natural west coast atmosphere offering a back drop of majestic cedar, hemlock and fir trees embraces visitors and transports them to an environment rich in tranquility. The park abounds in wildlife and its features appeal to the naturalist, the plant lover or one who would do nothing more than relax in beautiful surroundings.

## Vancouver Neighborhoods

The best way to get to know a city is to explore its different neighborhoods. Here's a quick guide on where to go and what to look for in Vancouver.



### Chinatown

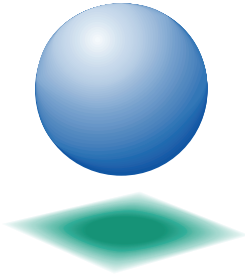
A Shanghai-like district dating back to the mid-19th century whose streets bustle with shops and vendors selling various goods such as produce, seafood, ginseng, jade, ivory, silk, brocade, teapots and paper fans. The streets are adorned with golden dragons, phone booths with pagoda-like roofs, and ornamental bilingual signs. The inviting aromas of Cantonese bakers and chefs fill the air. In North America, only San Francisco's Chinatown is bigger.

### Commercial Drive

Home to an eclectic assortment of shops, restaurants, and markets, this section of Commercial stretches roughly from 1st Avenue through Venables Street. There are more than 50 cafes and restaurants serving everything from



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sushi to coffee and Danishes. Hair salons, clothing boutiques, medical and dental offices, second-hand furniture shops, bookstores, record stores, produce stands, and more. No visit to Vancouver would be complete without a stroll through this lively and exciting district.

### **Gastown**

This historic district, which is where you may find the true origins of Vancouver, is home to many of the city's finest hotels and restaurants, along with funkier venues like Nickie's & Lola's Sangria & Tapas Bar and Steamworks Brewing Company. Art galleries, gift shops, antique stores, jazz halls and nightclubs line the cobblestone streets.

### **Granville Island and False Creek**

The rejuvenated Granville Island features a pleasing mix of niche businesses, bookshops, bakeries, restaurants, theaters, and galleries. Most notable is the Net Loft, which houses small shops and craft displays. The Public Market sells fresh produce, cut flowers, plants, jewelry and crafts. The park-like False Creek district features Mediterranean-inspired architecture.

### **Kitsilano**

This trendy beachfront neighborhood, referred to by the locals as "Kits," overlooks Stanley Park and features spectacular views of the North Shore Mountains. Renovated homes with a Craftsman aesthetic dot the waterfront and classically-styled mansions grace wooded lots. Fourth Avenue, the main shopping district, features museums and galleries, unique shops and boutiques, pubs and cafés. The popular Kitsilano Beach is a highlight of this neighborhood.





### **Richmond**

East-meets-West in the American-style Asian neighborhood located on this island district at the mouth of the Fraser River. Shopping malls and food courts dominate the landscape. This “new” Chinatown is the pride of the Asian locals.

### **Robson Street**

If you’ve got that shopping bug, or if you’re just looking for a unique souvenir, Robson Street welcomes you with trendy, sophisticated designer boutiques, swank hotels and elegant restaurants.

### **Steveston**

This community, situated at the mouth of the Fraser River in the city of Richmond, boasts one of the largest commercial fishing fleets on Canada’s west coast. Highlights of the district include a historical fishing village and Dojo, the largest martial arts center outside of Japan and a reflection of the prominent Japanese population. Stroll along the dikes, the walkways that surround the neighborhood’s southwestern edge.

### **West End**

This densely populated downtown district is a delightful blend of skyscrapers, tree-lined streets, Edwardian houses, and low-rise apartment buildings. Young adults and seniors make up the wealth of the population, and this area is also known as a gay-friendly neighborhood. The lively district features three main streets that are home to an eclectic mix of restaurants, shops, coffeehouses, and nightclubs. English Bay Beach is also located here.

### **Yaletown**

This modern, urbane neighborhood houses the studios and offices of architects and designers who occupy renovated warehouses. Dilapidated old buildings have new life as galleries and storefronts. Ethnic restaurants, microbreweries, coffeehouses, bakeries, and nightclubs line the district’s streets. Residents live in comfortable lofts and glass-walled homes that tower above the city.



## LINK Participants



### John Ahmann

*Ahmann, Inc. /Atlanta Committee for Progress*

Type of organization: Non- Profit/Consulting

County of residence: DeKalb

Three LINK learning experiences: Chicago's integration of arts into economic development; demographics driving land use charges in San Francisco and San Diego using BRT

Primary learning objective for this LINK trip: Vancouver public policy frame work that integrates its quality of life



### Buzz Ahrens

*Chairman*

Cherokee County Board of Commissioners

Type of organization: Government

County of residence: Cherokee

Three LINK learning experiences: N/A

Primary learning objective for this LINK trip: Long-term planning perspective and scope



### Don Allen

*President/CEO*

Jordan, Jones & Goulding

Type of organization: Consulting Engineer/Planning Firm

County of residence: Fulton

Three LINK learning experiences: N/A

Primary learning objective for this LINK trip: Since this is my first trip, my interest is more general than specific regarding issues. I am looking forward to the networking opportunities the trip presents.



### David Allman

*Chairman*

Regent Partners, LLC

Type of organization: Real Estate Development

County of residence: Cobb

Three LINK learning experiences: The benefits of dialogue and networking with regional leaders; the need for regional co-operation and governance regarding transportation policy.

Primary learning objective for this LINK trip: Regional transportation co-operation and funding.



## Joseph Bankoff

*President and CEO*

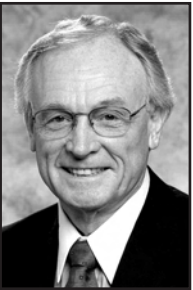
Woodruff Art Center

Type of organization: Non-Profit

County of residence: Fulton

Three LINK learning experiences: Arts in Chicago; role of corporate/civic leadership in problem solving

Primary learning objective for this LINK trip: Understanding the role of the arts in Vancouver; building relationships



## Charles Bannister

*Chairman*

Gwinnett County Board of Commissioners

Type of organization: County Government

County of residence: Gwinnett

Three LINK learning experiences: Local government services delivery

Primary learning objective for this LINK trip: I am always interested in knowing how other governments deliver and pay for services to constituents



## Brandon Beach

*President & CEO*

Greater North Fulton Chamber of Commerce

Type of organization: Chamber

County of residence: Fulton

Three LINK learning experiences: How important it is to think regionally on issues such as transportation, water and education

Primary learning objective for this LINK trip: Transportation and economic development



## Eldrin Bell

*Chairman*

Clayton County Board of Commissioners

Type of organization: Government

County of residence: Clayton

Three LINK learning experiences: N/A

Primary learning objective for this LINK trip: N/A





## **George Berkow**

*Managing Partner*

Cowart/Berkow Development, LLC

Type of organization: Real Estate Development

County of residence: DeKalb

Three LINK learning experiences: N/A

Primary learning objective for this LINK trip: N/A



## **Kip Berry**

*Partner*

Benchmark Homes

Type of organization: Real Estate Development

County of residence: Douglasville

Three LINK learning experiences: Traffic congestion is a major concern in all major cities

Primary learning objective for this LINK trip: Land planning in Vancouver



## **Renay Blumenthal**

*Senior Vice President*

Metro Atlanta Chamber of Commerce

Type of organization: Chamber of Commerce



## **Mike Bodker**

*Mayor*

City of Johns Creek

Type of organization: City Government

County of residence: Fulton

Three LINK learning experiences: N/A

Primary learning objective for this LINK trip: I look forward to gaining insight that can be applied to improve the quality of life in Johns Creek and the greater region.



## **Bill Bolling**

*CEO*

Atlanta Community Food Bank

Type of organization: Non-profit

County of residence: DeKalb

Three LINK learning experiences: Colleges and universities in the Atlanta region as a great asset; meet great leaders from around the region and smart growth models

Primary learning objective for this LINK trip: See livable communities, transportation alternatives and how leaders make decisions.



## **Lisa Borders**

*President/Senior Vice-President*

Atlanta City Council/ Cousin Properties

Type of organization: City Government/ REIT

County of residence: Fulton

Three LINK learning experiences: N/A

Primary learning objective for this LINK trip: N/A



## **Luz Borrero**

*Deputy Chief Operation Officer*

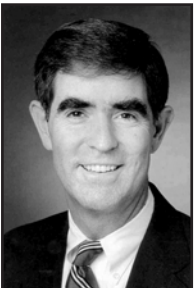
City of Atlanta

Type of organization: City Government

County of residence: DeKalb

Three LINK learning experiences: N/A

Primary learning objective for this LINK trip: To gain a better understanding of the planning approach and best practices implemented by the Vancouver Metropolitan Region and the City of Vancouver; to hear and discuss the key issues encountered by the regional leaders concerning the planning and implementation processes.



## **Jim Breedlove**

*Director of External Affairs*

AT&T

Type of organization: Telecommunications

County of residence: Fulton

Three LINK learning experiences: Importance of public/private partnerships; role of joint government planning processes; taking care of natural resources through conservation.

Primary learning objective for this LINK trip: Differences an urban area faces with a different national government





## **Robert Brown, Jr.**

*President/ CEO*

R L Brown & Associates, Inc.

Type of organization: Architectural/ Planning Design Firm

County of residence: DeKalb

Three LINK learning experiences: The bonding among leaders in the region who didn't know each other well; various creative funding services for the arts, transportation, education; observing problems in other regions and approach to solutions as compared to the metro region.

Primary learning objective for this LINK trip: Since this is the first out of country trip, my learning objective is to observe the impact of the decisions made on the national level and how they affect the region as it relates to education, transportation, healthcare, economic development and the arts.



## **Kellie Brownlow**

*Local Government Services Division Chief*

Atlanta Regional Commission

Type of organization: Regional Planning Agency

County of residence: DeKalb



## **Mark Burkhalter**

*Speaker Pro Tem*

Georgia House of Representatives

Type of organization: State Government

County of residence: Fulton

Three LINK learning experiences: N/A

Primary learning objective for this LINK trip: To learn about transportation and housing planning and development.



## **Randy Cardoza**

*Managing Director, Economic Development*

AGL Resources

Type of organization: Utility

County of residence: Coweta

Three LINK learning experiences: How well other regions work together; how well the Atlanta region works together; how innovative the regions can be

Primary learning objective for this LINK trip: How they approach economic development as a region (if they do)



## David Connell

*Region Manager*

Georgia Power

Type of organization: Utility

County of residence: Cobb County

Three LINK learning experiences: Importance of regionalism in solving regional problems; regional cooperation is hard work and requires leadership; it usually takes a crisis to engage the appropriate action

Primary learning objective for this LINK trip: Examples of regional action on transportation, regional structures, and what kind of leaders have emerged and how have they revealed themselves.



## Jock Connell

*County Administrator*

Gwinnett County

Type of organization: County Government

County of residence: Gwinnett

Three LINK learning experiences: How Miami leaders seem to work together; the positive impact of economic development in Miami; different perspectives of various LINK participants

Primary learning objective for this LINK trip: Gain an understanding of how Vancouver deals with transportation, economic development, and diversity issues



## Bill Cooper

*President & CEO*

Cobb Chamber of Commerce

Type of organization: Non-Profit

County of residence: Cobb

Three LINK learning experiences: Regional interdependence; value of intergovernmental/regional correlation; value of public transportation.

Primary learning objective for this LINK trip: Public transportation improvements since my last visit as a County Commissioner in the mid 1990's.



## Pat Corleto

*Senior Vice President*

CH2M Hill

Type of organization: Consulting

County of residence: Fulton

Three LINK learning experiences: Transit; zoning; race relations

Primary learning objective for this LINK trip: Networking and transit solutions



## Steve Cover

*Commissioner of Planning*  
City of Atlanta

Type of organization: City Government/ Department of Planning and Community Development

County of residence: Fulton

Three LINK learning experiences: Urban green spaces; mass transportation alternatives overbuilding of condominiums/high rise residential

Primary learning objective for this LINK trip: Interconnectivity of transportation alternatives and cultural arts venues



## Ann Cramer

*Director – North America*  
IBM Corporation

Type of organization: Business

County of residence: Fulton

Three LINK learning experiences: The vast differences and yet similarities that occur among regions; how much we have to do-and how much we have done; always learn how fortunate we are in Atlanta – the people are so fabulous.

Primary learning objective for this LINK trip: To understand how they are preparing a globally competitive workforce; to experience the blend of art, culture, community and quality of life.



## Jack Crisler

*International Vice President*  
Lockheed Martin Aeronautics Company

Type of organization: Air Mobility Business Development

County of residence: Cobb County

Three LINK learning experiences: N/A

Primary learning objective for this LINK trip: To learn of various GA based businesses' strategic objectives with Canada and identify opportunities for two-way trade.



## Bob Dallas

*Director*  
Governor's Office of Highway Safety

Type of organization: State Government

County of residence: DeKalb County

Three LINK learning experiences: N/A

Primary learning objective for this LINK trip: Better understand alternative transportation governance.



## **Tread Davis**

*Partner*

McKenna Long & Aldridge, LLP

Type of organization: Law Firm

County of residence: Fulton County

Three LINK learning experiences: Regional leader essential; co-operative structure of regional government builds better region; implementing good plans costs money but benefit/return is high

Primary learning objective for this LINK trip: Transportation planning



## **Ben DeCosta**

*General Manager*

Hartsfield-Jackson Atlanta Airport



## **Sonny Deriso**

*Chairman*

GRTA

Type of organization: Transportation

County of residence: Fulton

Three LINK learning experiences: All regions have similar challenges; perhaps 10 percent of one region's solutions will work in another region; transit is a workable solution for some of the Atlanta region transportation issues

Primary learning objective for this LINK trip: How the Vancouver area has dealt with transportation issues created by its rapid growth.



## **Doug Dillard**

*Attorney/ Partner*

Dillard & Galloway, LLC

Type of organization: Law Firm

County of residence: Fulton

Three LINK learning experiences: Better understanding of Portland's growth boundary; transportation plan for Portland inner city; South Florida's innovative process in dealing with loss of water

Primary learning objective for this LINK trip: New and practical urban redevelopment ordinances, rules and regulations; urban transit



## **Kit Dunlap**

*Chairwoman*

Metro North Georgia Water Planning District

Type of organization: Regional Water Planning (State Agency)

County of residence: Hall

Three LINK learning experiences: Water challenges and initiatives; transportation challenges; redevelopment

Primary learning objective for this LINK trip: Water challenges and initiatives; networking with LINK attendees



## **John Eaves**

*Chairman, Fulton County Commission*

Fulton County Government

Type of organization: County Government

County of residence: Fulton

Three LINK learning experiences: N/A

Primary learning objective for this LINK trip: Learn how government provides health and human services to a diverse population.



## **Matt Echols**

*Director, State Government Relations*

The Coca-Cola Company

Type of organization: Beverage Company

County of Residence: Fulton

Three LINK learning experiences: N/A

Primary learning objective for this LINK trip: N/A



## **David Ellis**

*Executive Vice President*

Greater Atlanta Home Builders Association

Type of organization: Not-for-profit trade association

County of residence: Fulton

Three LINK learning experiences: I was interested to see how other communities are struggling to face similar transportation and growth related issues like we are in Atlanta; I also recall making some wonderful new friends

Primary learning objective for this LINK trip: Learning more about how I can help our region address its pressing needs



## Ed Ellis

*Regional Vice President*

Kimley-Horn

Type of organization: Consulting Engineers

County of residence: DeKalb

Three LINK learning experiences: Atlanta's activity centers are much larger than most cities visited; the Atlanta region is more spread out and less dense than most others visited; the Atlanta region has one the worst network of streets of any city visited

Primary learning objective for this LINK trip: Links between land use, transportation and community



## Kathe Falls

*Director, International Trade*

Georgia Department of Economic Development

Type of organization: State Government

County of residence: Fulton

Three LINK learning experiences: N/A

Primary learning objective for this LINK trip: Best practices in economic development issues



## Kevin Fletcher

*Vice President, Community and Economic Development*

Georgia Power Company

Type of organization: Utility

County of residence: Fayette

Three LINK learning experiences: N/A

Primary learning objective for this LINK trip: To see how other cities are addressing growth issues such as transportation and quality of life



## William Floyd

*Mayor*

City of Decatur

Type of organization: Local Government

County of residence: DeKalb

Three LINK learning experiences: N/A

Primary learning objective for this LINK trip: Observing other cities approach to making their communities more livable through alternative forms of transportation



## **Bob Fornaro**

*President & COO*

AirTran Airways

Type of organization: Airline

County of residence: Orange County, FL

Three learning experiences you recall from past LINK trips: N/A

Primary learning objective for this LINK trip: To see what we can learn from Vancouver



## **Shirley Franklin**

*Mayor*

City of Atlanta

County of Residence: Fulton County



## **Virginia Gibbs**

*President*

Fayette County Chamber of Commerce

Type of organization: Chamber of Commerce

County of residence: Fayette

Three LINK learning experiences: Impact of public/private partnerships in Miami; regional transportation strategies in South Florida; effective regional water planning

Primary learning objective for this LINK trip: Quality of life strategies, planning and implementation



## **Heidi Green**

*Senior Advisor*

Office of the Governor

Type of organization: Government

County of residence: Cobb

Three LINK learning experiences: Statewide growth study by the Oregon Chamber, land use zoning in Portland and transit planning in Portland

Primary learning objective for this LINK trip: Transportation and economic development opportunities





## **Lorraine Green**

*Commissioner*

Gwinnett County Board of Commissioners

Type of organization: County Government

County of residence: Gwinnett

Three LINK learning experiences: N/A

Primary learning objective for this LINK trip: Growth and transportation issues



## **Stefan L. Gresham**

*President*

SL Gresham and Company

Type of organization: Corporation

County of residence: DeKalb

Three LINK learning experiences: Government and business must create successful partnerships and everyone has similar challenges – the difference is how you respond

Primary learning objective for this LINK trip: To have open candid dialogue with political and business leaders about Georgia's future and planning on a conscientious basis and be a part of the solution



## **Jerry Griffin**

*Executive Director*

Association County Commissioners of Georgia

Type of organization: Government Association

County of residence: Clayton

Three LINK learning experiences: Just because someone is doing something, it's not automatically transferable; we are doing something right; there is a tremendous leadership base in the region

Primary learning objective for this LINK trip: Powers of federal, province and city/county; planning and responsibilities of each; approaches and funding of transportation



## **David Hankerson**

*County Manager*

Cobb County Government

Type of organization: County Government

County of residence: Cobb County

Three LINK learning experiences: Diversity-pro/cons; transportation alternatives in urban versus suburban to include funding approach; education and economic development

Primary learning objective for this LINK trip: Land use planning and transit relationship coordination



## Jason Harper

*Chairman*

Henry County Board of Commissioners

Type of organization: County Government

County of residence: Henry

Three LINK learning experiences: Principles of urban growth boundaries; benefits of environmentally friendly (Leed certified) buildings; benefits to transit and integrated rail systems

Primary learning objective for this LINK trip: Transportation and transit solutions as well as what regional framework, if any, is utilized



## Oscar Harris

*Founder/Chairman*

Turner Associates

Type of organization: Architects

County of residence: Fulton

Three LINK learning experiences: Mass transportation solutions and transit oriented development solutions

Primary learning objective for this LINK trip: N/A



## Randy Hayes

*President*

Hayes Development Corporation

Type of organization: Real Estate Development

County of residence: Fayette

Three LINK learning experiences: Portland-transportation; Denver-water and government issues; Boston-Big Dig tax money and education

Primary learning objective for this LINK trip: See how Vancouver deals with issues that are relevant to use in the Atlanta region-water, transportation, and work place housing



## Robbie Hayes

*Senior Program Specialist*

Atlanta Regional Commission

Type of organization: Regional Development Center

County of Residence: Fulton

Three LINK learning experiences: N/A

Primary learning objective for this LINK trip: To better understand how Vancouver deals with complex planning and regulatory issues including density, air quality, transportation and a diversified housing stock



## **Rick Hirsekorn**

*Vice President and Director, Municipal Services Group*  
CH2M Hill OMI

Type of organization: Operational and Professional Service Delivery

County of residence: Cobb

Three LINK learning experiences: Learning about the positions roles and responsibilities of other LINK participants; economic development strategies; regional transportation strategies

Primary learning objective for this LINK trip: Learning about Vancouver's approach to lean and sustainable private and public sector operations



## **Doug Hooker**

*Vice President and East Director*  
PBS&J

Type of organization: Consulting Engineering

County of residence: Fulton

Three LINK learning experiences: Things that look good on the surface can have disastrous consequences (Proposition 13 in California-San Francisco LINK trip); the necessity of cooperation among local governments to address regional challenges (Chicago LINK trip); embracing diversity in a proactive way is critical for regional success (Miami LINK trip)

Primary learning objective for this LINK trip: Vancouver reportedly develops 100-year plans: How does it do that? How does it engage the community in this effort? How effective is it (or do they know how effective these plans are/will be)?



## **Tad Hutcheson**

*Vice President of Marketing and Sales*  
AirTran Airways

Type of organization: Airline

Three LINK learning experiences: N/A

Primary learning objective for this LINK trip: N/A



## **Vernon Jones**

*CEO*  
DeKalb County

Type of organization: County Government

County of residence: DeKalb



## **Paul Kelman**

*Executive Vice President*

Central Atlanta Progress, Inc.

Type of organization: Non-Profit

County of residence: DeKalb

Three LINK learning experiences: State tax policy effect on local government (Proposition 13); Oakland revitalization; military base redevelopment

Primary learning objective for this LINK trip: Elements of downtown revitalization; transit, housing policy



## **Raymond King**

*Senior Vice President Community Affairs*

SunTrust

Type of organization: Financial Services

County of residence: Fulton

Three LINK learning experiences: N/A

Primary learning objective for this LINK trip: Regional solutions to problems of transportation, water and air quality



## **Charles Krautler**

*Director*

Atlanta Regional Commission

Type of organization: Regional Planning Agency

County of residence: Fulton

Three LINK learning experiences: Miami dealing with diversity; San Diego Funding transportation; San Francisco being dysfunctional

Primary learning objective for this LINK trip: To learn about downtown residential development



## **Tony Landers**

*Director of Community Services*

Type of organization: Regional Planning Agency

County of residence: Fulton

Three LINK learning experiences: That almost anything is possible if we set aside our differences and work together regionally; good stewardship is all about leadership, not crisis management; positive community change, no matter the place, only occurs when there is vision, pain, or consequences

Primary learning objective for this LINK trip: The need to create a broader base of connected leadership



## Tim Lee

*Commissioner*

Cobb County Board of Commissioners

Type of organization: County Government

County of residence: Cobb County

Three LINK learning experiences: N/A

Primary learning objective for this LINK trip: Insight into transportation management; development practices-to include new and redevelopment; government styles



## Tad Leithead

*Senior Vice President of Development*

Cousins Properties Incorporated

Type of organization: REIT

County of residence: Cobb County

Three LINK learning experiences: A.D. Frazier's remarks about Atlanta on Chicago trip; diversity presentation on Miami trip; urban transit impressions in Boston

Primary learning objective for this LINK trip: Identify solutions for Atlanta's challenges



## Dana Lemon

*13th District Board Member*

Georgia Department of Transportation –State Transportation Board

Type of organization: State Agency

County of residence: Clayton County

Three LINK learning experiences: N/A

Primary learning objective for this LINK trip: To learn best practices of the city; to identify methods for collaboration and cooperation.



## Craig Lesser

*Managing Director*

McKenna Long & Aldridge

Type of organization: Public Affairs/Law Firm

County of residence: Fulton County

Three LINK learning experiences: Atlanta's problems are not as bad as other cities; Atlanta's not as far advanced as an international city as it thinks; Atlanta is a college town

Primary learning objective for this LINK trip: How Vancouver has accepted and gained from the massive influx of new international residents



## **Eric Linton**

*County Administrator*

Douglas County

Type of organization: County Government

County of residence: Douglas County

Three LINK learning experiences: Need for thinking regionally; other areas of the country are facing similar issues as the Atlanta region; drinking water is a major concern to be addressed

Primary learning objective for this LINK trip: To discover ways to improve the quality of life in Douglas County and the metro Atlanta area



## **Stephen Loftin**

*Executive Director*

Regional Business Coalition

Type of organization: Non-profit

County of residence: Cobb County

Three LINK learning experiences: Metro Atlanta's leadership is diverse in its approach to solving our issues; for some people "cooperation" means "agreeing with what I think;" personalities and leadership styles matter

Primary learning objective for this LINK trip: To improve relationships with leaders from around the metro region and acquiring new perspectives on transportation issues.



## **Tim Lowe**

*Chairman/CEO*

Lowe Engineers

Type of organization: Engineering Services

County of residence: Fulton County

Three LINK learning experiences: Miami-tremendous position Latin influence; Atlanta is doing alright; ARC has no peer

Primary learning objective for this LINK trip: Is there a governmental model that works well?



## **Stephen Macauley**

*President*

The Macauley Companies

Type of organization: Real Estate/Development

County of residence: Fulton County

Three LINK learning experiences: The power of a charismatic leader; the importance of a political organization with the city leadership structure.

Primary learning objective for this LINK trip: Unique ideas from a non-American prospective



## **Frank Mann**

*Senior Director*

Cushman & Wakefield

Type of organization: Commercial Real Estate

County of residence: Fulton County

Three LINK learning experiences: Miami is not confronting similar issues including environmental, education, workforce housing and transportation; getting to know other LINK participants

Primary learning objective for this LINK trip: Learning about Vancouver's issues and how they intend to address these issues; meet other LINK participants



## **Tom Martin**

*Chairman*

Gwinnett Chamber of Commerce/ Gwinnett Community Bank

Type of organization: Chamber/ Community Bank

County of residence: Gwinnett

Three LINK learning experiences: N/A

Primary learning objective for this LINK trip: To see how other areas address community problems which we are experiencing and likely to experience



## **Nick Masino**

*Mayor*

City of Suwanee

Type of organization: City Government

County of residence: Gwinnett County

Three LINK learning experiences: N/A

Primary learning objective for this LINK trip: Exposure to regional best practices and networking with other regional lenders and partners.



## **Lindsey McGarity**

*Chair*

Henry County Chamber of Commerce

Type of organization: Chamber

County of residence: Henry

Three LINK learning experiences: N/A

Primary learning objective for this LINK trip: To learn various solutions that Vancouver has implemented to solves similar problems found in the Atlanta region





## **Penelope McPhee**

*President*

The Arthur M. Blank Family Foundation

Type of organization: Non-profit foundation

County of residence: Fulton County

Three LINK learning experiences: N/A

Primary learning objective for this LINK trip: To share "best practices"



## **Mike Meyer**

*Professor*

Georgia Tech

Type of organization: Education

County of residence: Fulton County

Three LINK learning experiences: Importance of education institutions to an area's success; transportation solutions take leadership; regional solutions require collaboration

Primary learning objective for this LINK trip: To learn about the relationship between land use and transportation and how it has been done



## **Randal Mills**

*Mayor*

City of Conyers

Type of organization: Government

County of residence: Rockdale

Three LINK learning experiences: Arts investment in Cleveland; transportation, cooperation among business and government; regional mayor's group in Chicago; mixed use development in the downtown areas; importance of the airport as a driver for economic development and transportation as it relates to mass transit in Dallas/Fort Worth

Primary learning objective for this LINK trip: Look for best practices as to problem solving and to get out of the box on finding solutions to regional problems



## **Doug Mitchell**

*Chairman/ Founder*

Pathways Communities

Type of organization: Real Estate

Three LINK learning experiences: Interaction with fellow Atlantans from both the private and public sector; new ideas on how to handle similar problems/situations

Primary learning objective for this LINK trip: As a developer I'm interested in learning how the City of Vancouver handles commuter traffic and what future plans they have for handling traffic flow



## Emory Morsberger

*Chairman*

Moresberger Group

Type of organization: Real Estate Redevelopment

Three LINK learning experiences: I learned that there are many other leaders working even harder than I am to make Atlanta an incredible place to live work and play

Primary learning objective for this LINK trip: To learn about what the other leaders in Atlanta are working to accomplish



## Clair Muller

*Council Member/Chair of the Transportation Committee*

Atlanta City Council/Atlanta Regional Commission

Type of organization: Government

County of residence: Fulton County

Three LINK learning experiences: Regional solutions for recycling

Primary learning objective for this LINK trip: Transportation and land use



## Senator Jeff Mullis

*Senator*

State of Georgia

Type of organization: State Government

County of residence: Walker County

Three LINK learning experiences: N/A

Primary learning objective for this LINK trip: Open to learn anything, but interested in anything to do with transportation



## Al Nash

*Chairman*

Greater North Fulton Chamber of Commerce

Type of organization: Chamber

County of residence: Fulton County

Three LINK learning experiences: Able to interface with others from the region; learn how a region handles diverse population; learn how a region works on solving its water issues

Primary learning objective for this LINK trip: To get to know my fellow regional leaders; observe how regional cooperation works in other parts of the country; try to take away one big idea



## **Susan Nilsen**

*Charter Manager*

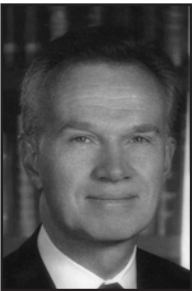
AirTran Airways

Type of organization: Airline

County of residence: Brevard, Fla.

Three LINK learning experiences: N/A

Primary learning objective for this LINK trip: N/A



## **Brian Oak**

*Consul General*

Canadian Consulate General

Type of organization: Government

County of residence: Fulton

Three LINK learning experiences: N/A

Primary learning objective for this LINK trip: How to improve bilateral relations between Canada and the City of Atlanta



## **John O'Callaghan**

*President and CEO*

Atlanta Neighborhood Development Partnership, INC

Type of organization: Non-Profit

County of residence: Fulton County

Three LINK learning experiences: N/A

Primary learning objective for this LINK trip: Vancouver's successful strategies in preserving and developing mixed income housing choices



## **Sam Olens**

*Chairman*

Cobb County Government/Atlanta Regional Commission

Type of organization: County Government/State Government

County of residence: Cobb County

Three LINK learning experiences: Importance of regional planning; seeking regional solutions; need for greater communications

Primary learning objective for this LINK trip: Sustainability and livability



## Michael Paris

*President/CEO*

Council for Quality Growth

Type of organization: Trade Association

County of residence: Cobb County

Three LINK learning experiences: We are doing lots of things right in the Atlanta region; many cities struggle with regional cooperation; transit alternatives are great, but the economics have to work

Primary learning objective for this LINK trip: How does Vancouver handle growth and maintain a healthy economy?



## Amanda Pavey

*Executive Assistant, Area Agency on Aging*

Atlanta Regional Commission

Type of organization: Regional Development Center

County of residence: Cobb County



## Alicia Philipp

*President*

The Community Foundation for Greater Atlanta

Type of organization: Charitable Foundation

County of residence: DeKalb County

Three LINK learning experiences: Miami-diversity; regional relationships; meeting and learning about my fellow participants

Primary learning objective for this LINK trip: Meeting fellow participants and parks



## Kay Pippin

*President*

Henry County Chamber of Commerce

Type of organization: Charitable Foundation

County of residence: Butts County

Three LINK learning experiences: How Miami has made diversity work for the successful city; Atlanta is better at regionalism than some major cities; growth can be managed but it has its costs (Portland)

Primary learning objective for this LINK trip: Interested in Vancouver's approach to planning for the future



## **Jim Rhoden**

*President*

Futren Corporation

Type of organization: Management

County of residence: Cobb County

Three LINK learning experiences: Denver's intergovernmental cooperation; Portland's disastrous school system, tax issues and real estate zoning; networking during all trips.

Primary learning objective for this LINK trip: Gain a different perspective about civic matters and international business relations, through sustainable development; closer regional relationships in both public and private sectors



## **Malaika Rivers**

*Executive Director*

Cumberland CID

Type of organization: CID

County of residence: Cobb County

Three LINK learning experiences: How other communities approach partnerships (regionalism); how they tackle transportation issues; what are their primary concerns

Primary learning objective for this LINK trip: Regionalism and transportation



## **Rosa Clausell Rountree**

*Executive Director*

State Road and Tollway Authority.

Type of organization: State Government

County of residence: Fayette County

Three LINK learning experiences: That Miami was able to recognize the importance of diversity; their ability to capture and assess the associated socio-economic impact(s); their ability to incorporate these elements into their planning and execution

Primary learning objective for this LINK trip: Application of a regional approach to identify transportation solutions; identify opportunities to explore alternative funding sources; identify enhanced communication/ outreach programs to solicit feedback from the public



## **H. Jerome Russell**

*President*

Russell New Urban Development, LLC

Type of organization: Developer

County of residence: Fulton County

Three LINK learning experiences: Dynamics of how different regions come together to solve problems; networking with metro Atlanta peers; how Portland's street car came together

Primary learning objective for this LINK trip: Observe, listen and dialogue on issues facing Atlanta and Vancouver



## **Maria Saporta**

*Columnist*

Atlanta Journal-Constitution

Type of organization: Newspaper

County of residence: Fulton County

Three LINK learning experiences: Getting to know people shatters preconceived perceptions; other communities/state support transportation; leadership is everything

Primary learning objective for this LINK trip: Innovative ways to grow communities; intergovernmental cooperation; environmentally friendly policies towards development and transportation



## **Wassim Selman**

*Senior Vice President*

ARCADIS

Type of organization: Consultant

County of residence: Cobb County

Three LINK learning experiences: N/A

Primary learning objective for this LINK trip: Land use planning and control in the Vancouver area



## **Pam Sessions**

*President*

Hedgewood Properties, Inc.

Type of organization: Builder/Developer

County of residence: Forsyth

Three LINK learning experiences: Miami-learning how their regional water management system works to equitably provide water and balance environmental protection; Miami-examples of affordable housing tools and techniques such as dedicating a percentage of real estate transfer fees to affordable housing, code sweep where by forfeiture would be used on properties not cleaned up and land trust holding title to the land while homeowner owns structure to reduce cost; Portland's power of the streetcar for re-investment and revitalization and the importance of Portland's ability to attract the "young and the restless" therefore providing them with regional economic advantage

Primary learning objective for this LINK trip: EcoDensity in Vancouver's initiative to encourage green/sustainable development that will help reduce their ecological footprint; urban design and development planning centre-their six guiding principals of which all initiatives are evaluated; plans and preparation and anticipated impacts of the 2010 Winter Olympic games



## David Sjoquist

*Professor of Economics*

Georgia State University

Type of organization: Academic

County of residence: DeKalb County

Three LINK learning experiences: It is important for the state to be a partner with the region; regional government can be a help in addressing some regional issues/problems; Atlanta needs to be more aggressive in assimilating immigrants into the life of the community and needs to celebrate diversity

Primary learning objective for this LINK trip: I want to learn what big ideas and big projects Vancouver has adopted and how they went about getting those ideas/ projects adopted



## Jack Smith

*Chairman*

Fayette County Government

Type of organization: County Government

County of residence: Fayette County

Three LINK learning experiences: N/A

Primary learning objective for this LINK trip: To observe first hand the programs and policies that other communities use to manage transportation, environmental issues, ecological issues, and housing and to bring some of those concepts back to Fayette County in hopes of aiding us in remaining a sound, desirable, safe community



## Steve Smith

*VP Corporate Responsibility*

Turner Broadcasting System, Inc.

Type of organization: Media

County of residence: Fulton



## Vance Smith, Jr.

*Chairman of House Transportation Committee*

Georgia State of Representatives

Type of organization: Legislative

County of residence: Harris County

Three LINK learning experiences: N/A

Primary learning objective for this LINK trip: Observe transportation programs and projects along with funding methods





## Steve Stancil

*Executive Director*

Georgia Regional Transportation Authority

Type of organization: State Government

County of residence: Cherokee County

Three LINK learning experiences: Problems of growth boundaries (Portland); BRT program (Boston)

Primary learning objective for this LINK trip: How best to spend shrinking transportation dollars to get the most congestion relief



## Ken Steele

*Mayor*

City of Fayetteville

Type of organization: City Government

County of residence: Fayette County

Three LINK learning experiences: Long term planning/vision; cooperative efforts-we are more a model than most areas

Primary learning objective for this LINK trip: What regional system of government in neighboring country; impact of immigrants



## Robert Steele

*Senior Vice President of Product and Business Development*

Cobb Energy

Type of organization: Energy Company

County of residence: DeKalb County

Three LINK learning experiences: Inter-government cooperation or lack thereof; linking transit with business center; growth and development of mixed-use development

Primary learning objective for this LINK trip: Transit (funding, alternatives); healthcare; homeland security.



## Dave Stockert

*CEO and President*

Post Properties, Inc.

Type of organization: Real Estate Development & Management

County of residence: Fulton County

Three LINK learning experiences: Ideas on development; approaches to transportation; ideas about regional cooperation

Primary learning objective for this LINK trip: Getting to see how another city handles growth and quality of life issues; getting to know the other participants from Atlanta



## Jim Stokes

*President*

Georgia Conservancy

Type of organization: Statewide environmental organization

County of residence: Fulton County

Three LINK learning experiences: It takes a water crisis to convince people of the need for water conservation; LINK trip is a great way to learn from other Atlanta leaders

Primary learning objective for this LINK trip: Learn from Vancouver leaders how to bring a greater environmental conservation ethic to the citizens of Atlanta



## Doug Stoner

*Senator District 6*

Georgia State Senator

Type of organization: State Government

County of Resident: Cobb

Three LINK learning experiences: Not only learning about what works in other communities, but was does not work.

Primary learning objective for this LINK trip: Look at how Vancouver has brought residences back to its downtown.



## Aaron Turpeau

*President/Consultant*

3 T Unlimited

Type of organization: Government Relations

County of residence: Fulton County

Three LINK learning experiences: N/A

Primary learning objective for this LINK trip: Inclusiveness of planning; development in stressed areas; concerns of development community



## Mark Vaughan

*Executive Vice President, Chief Sales & Marketing Officer*

Atlanta Convention & Visitors Bureau

Type of organization: Destination Marketing

County of residence: Fulton County

Three LINK learning experiences: N/A

Primary learning objective for this LINK trip: I want to learn about various challenges they have and how they solve them. Vancouver has become a very good convention destination recently, and I would like to understand first hand what they have to offer



## **Bob Voyles**

*CEO/Chairman (PCID)*

Seven Oaks Company/ Perimeter CID

Type of organization: Commercial Development

County of residence: Cobb County

Three LINK learning experiences: Learning how different types of transportation infrastructure can mesh together (San Francisco); discovering alternative funding solutions for transportation improvements (Boston, Denver); learning about regional government models which are necessary to effect regional solutions

Primary learning objective for this LINK trip: To build consensus for land use strategies to allow higher density development along major corridors (current and future)



## **Michael Walls**

*Board Member*

Metropolitan Atlanta Rapid Transit Authority

Type of organization: Transit

County of residence: Fulton



## **Karen Elaine Webster Parks**

*CEO*

The Civic League for Regional Atlanta

Type of organization: Not-for-profit

County of residence: Fulton

Three LINK learning experiences: N/A

Primary learning objective for this LINK trip: Do local governments have a collective voice in the region?; how do citizens get involved in solving issues that face the region?



## **Tom Weyandt**

*Director of Comprehensive Planning*

Atlanta Regional Commission

Type of organization: Regional Planning

County of residence: Fulton

Three LINK learning experiences: Municipal cooperation; integration of multiple transportation modes; environmental protection in urban development

Primary learning objective for this LINK trip: Methods for developing urban housing, ultra-long range planning processes; interaction with local leaders



## Dave Williams

*CEO*

Southtrac, Inc.

Type of organization: Marketing Agency

County of residence: Gwinnett

Three LINK learning experiences: Importance of convening opportunities for regional partners to communicate, work together and solve problems

Primary learning objective for this LINK trip: N/A



## J.T. Williams

*President and Chairman*

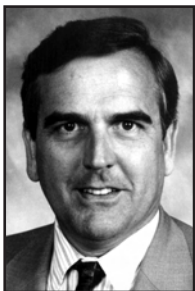
Killlearn, Inc.

Type of organization: Land Developer/ Builder

County of residence: Henry

Three LINK learning experiences: Atlanta is a great place to live

Primary learning objective for this LINK trip: See if we can learn from another country



## Sam Williams

*President*

Metro Atlanta Chamber of Commerce

Type of organization: Membership

County of residence: DeKalb

Three LINK learning experiences: Getting to know metro Atlanta regional leaders and making personal friends; seeing ourselves as others see us is healthy; we are not the only metro area dealing with similar problems

Primary learning objective for this LINK trip: Discover how Vancouver looks far into the future about opportunities and problems



## Yvonne Williams

*President/CEO*

Perimeter CIDs

Type of organization: Quasi-governmental

County of residence: Cobb

Three LINK learning experiences: Collaborative models, community organizations, public/private initiatives-structure

Primary learning objective for this LINK trip: Transportation collaborative, innovative funding for multi-modal transportation, leadership models



## **Betty Willis**

*Senior Associate Vice President*

Emory University

Type of organization: Higher Education

County of residence: DeKalb

Three LINK learning experiences: The metro Atlanta region is unique in having such a regionally diverse group of leaders spend three days together on LINK trips visiting other cities for best practices exchange; how woefully behind Atlanta region is in solving transportation gridlock; Atlanta more than rivals Boston as a “college town” with its universities collaborating in partnerships much more than most areas

Primary learning objective for this LINK trip: To learn more about Vancouver’s “ecodensity” initiative to create quality high density areas in the city with economically affordable housing, community centers and parks



## **Jere Wood**

*Mayor*

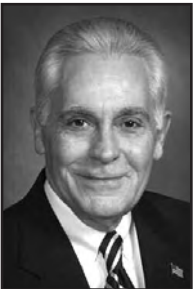
City of Roswell

Type of organization: City Government

County of residence: Fulton

Three LINK learning experiences: The importance of a shared vision and strong leadership for the success of metro areas

Primary learning objective for this LINK trip: Develop closer relationships with influential metro Atlanta citizens



## **Tom Worthan**

*Chairman*

Douglas County Board of Commissioners

Type of organization: County Government

County of residence: Douglas

Three LINK learning experiences: Regional planning, water resources, transportation and land use

Primary learning objective for this LINK trip: To learn more steps taken by the Vancouver to support and protect quality of life issues



## **Neely Young**

*Editor-in-Chief*

Georgia Trend Magazine

Type of organization: County Government

County of residence: Cobb

Three LINK learning experiences: Meeting great people.

Primary learning objective for this LINK trip: Transportation issues plus how they handle water problems



**Not Pictured**

**Dick Anderson**, *Chairman, Metro Atlanta Chamber of Commerce*

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## Notes







*LINK is a program of the Atlanta Regional Commission, the official planning agency of the 10-county Atlanta region.*



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